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Communicating Corporate Community Involvement: Partnership, sponsorship, or donation?

*A study of companies' relationships with sports, culture and non-profit
organizations*

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Abstract

This thesis studies how companies communicate their corporate community involvement (CCI), and how consumers' respond to various communication strategies in this regard. Companies' CCI may entail relationships with different organizations in the community. It is common for companies to have relationships with different organizations within sports and culture, as well as non-profit organizations. These relationships may vary according to the scope of activities and the company's involvement. Some relationships involve simple money donations, whereas others might be close collaborations with a wider range of activities. The theoretical framework underlying the thesis is the Collaboration Continuum developed by Austin (2000a). This framework defines three relationship forms: philanthropy, sponsorships and partnerships.

The thesis consists of two empirical studies. Study 1 examines the terms companies' apply when communicating their relationships with sports, culture and non-profit organizations. Results from the examination of secondary data (e.g. companies' webpages) show that the communication is unsystematic. In other words, the companies apply terms related to several relationship forms regardless of their conceptual or practical meaning. For instance, companies define different sport entities as collaboration partners but also apply terms relating to sponsorship or philanthropy in the same communication.

Study 2 investigates the effects of specific relationship terms (partnership, sponsorship, and donation) on consumers' evaluation of the relationship. This study also examines the proposed moderating effect of whether the collaborator is commercial or philanthropic. The basis of study 2 is an experiment exposing the participants to a fictitious press release. Each of the press releases denote different relationship forms (philanthropy, sponsorship or partnership) and types of collaborators (commercial or philanthropic). The results of this study show that terms applied in the communication and the type of collaborator influences consumers' evaluations' of the relationship.

Preface

I would first like to thank my supervisor Siv Rosendahl Skard for her contribution, valuable inputs, and constructive feedback throughout the entire process. She suggested me this topic, and I have found it very interesting. This thesis has been an educational and exciting process, and it has given me the opportunity to apply knowledge that I have acquired throughout my studies.

Finally, I am very grateful for my family, friends and others who responded to the questionnaire, and provided helpful assistance in distributing the questionnaire online.

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Part 1: Introduction

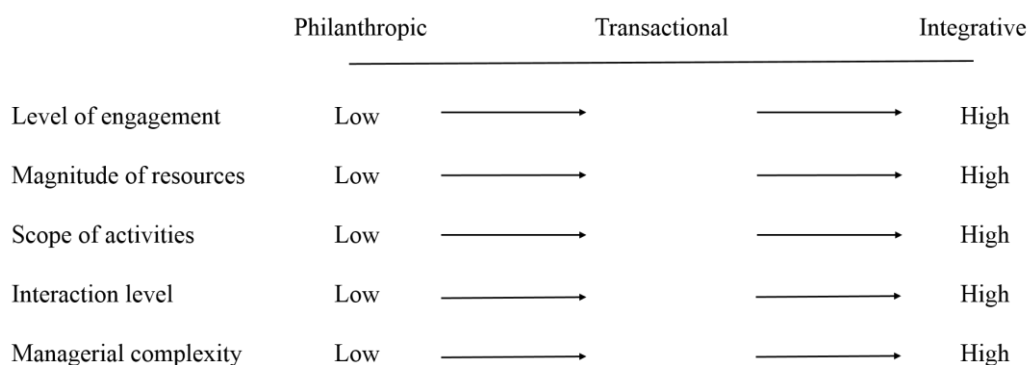
1.1 Background and Research Questions

This thesis examines how companies communicate their relationships with sports, culture¹, and non-profit organizations (NPOs). Companies' relationships within these fields come in many different forms and may vary in terms of the interaction level between the parties, magnitude of resources invested etc. (Austin 2000a). Austin (2000a) has identified different relationship forms in a framework labelled the Collaboration Continuum (figure 1.1). This framework categorizes relationships within three different stages, namely philanthropic, transactional and integrative relationships.

There are different characteristics associated with each of these relationship forms.

Philanthropic relationships involve gifts or donations, often referring to “a unilateral flow of resources from the company” (Austin and Seitanidi 2012a, p. 13). Transactional relationships on the other hand, involve specific activities. The most common and well-known activity within this stage may be sponsorships and cause-related marketing (Seitanidi and Ryan 2007). The final stage in the continuum refers to partnerships, where the parties work jointly to achieve results together rather than separately (Austin and Seitanidi 2012a).

Figure 1.1 The Collaboration Continuum



Source: Austin (2000a)

¹ In Norway, it is common to sponsor different entities or activities within culture. This is referred to as “kultursponsing” and includes more than just art and museums (e.g. festivals etc.).

The thesis consists of two different studies. Study 1 examines the terms companies apply when communicating their corporate community involvement (CCI). It appears that companies apply terms related to different relationship forms interchangeably, regardless of their conceptual and practical meaning. In other words, the use of relationship terms appears somewhat unsystematic. For example, a company may define their relationship with a football club as a collaboration, and at the same time refer to this as a sponsorship deal or economical support. In other words, the communication seems to lack consistency in terms of defining the relationship forms. This may be the case for relationships with culture and NPOs as well. Additionally, it may appear that there is inconsistency between the communicated relationship form and the actual relationship form. Companies may apply the term “partnership” when the relationship actually consists of donations or sponsoring, or refer to sponsorships with terms related to a philanthropic relationship form (e.g. “support” or “contribution”).

To my knowledge, there is a lack of research related to the approach of study 1. Although previous research has studied the role of CSR communication (Du, Bhattacharya, and Sen 2010), these approaches typically relate to how companies’ should communicate CSR efforts successfully and not how they actually communicate such efforts. In other words, previous research has not systematically examined which terms companies’ apply in their communication. Study 1 examines how companies communicate their relationships through their webpages, thereby identifying the most commonly applied terms.

The following research question formulates the purpose of study 1:

RQ1: *What terms do the largest companies’ in Norway apply when communicating their Corporate Community Involvement (CCI)?*

The purpose of study 2 is to examine the effect of different relationship terms on consumers’ evaluation of the relationship. The study examines the effect of three communication strategies, which are based on Austin’s (2000a) Collaboration Continuum. The communication strategies consist of terms denoting the relationship form (partnership, sponsorship, or donation). There are a numerous studies regarding consumers’ responses to sponsorships and philanthropy, including comparisons of these two relationship forms (Lii and Lee 2012; Lii, Wu, and Ding 2013). However, previous research seems to focus less on

consumers' responses to partnerships. Additionally, the majority of studies regarding partnerships examine company-NPOs relationship with no mentions of sports or culture. This study will contribute to current research on NPO-company relationships in terms of comparing the effects of terms related to three different relationship forms. Study 2 aims to identify whether consumers' respond more favourably to certain terms applied in the CCI communication (i.e. partnership, sponsorship, or donation).

Another gap identified in the revised research relates to the nature of the collaborator². Although this is included in some of the studies (D'Astous and Bitz 1995; Calderón-Martínez, Más-Ruiz, and Nicolau-Gonzálbez 2005)³, the aspect appears to lack a comparison of relationship forms across the stages in the Collaboration Continuum (Austin 2000a). Study 2 examines the proposed moderating effect of the type of collaborator within the aforementioned communication strategies. The type of collaborator may influence consumers' evaluation of the relationship. Two different collaborators are included in this study, a philanthropic organization (NPO) and a commercial organization (sports entity).

The type of collaborator and the relationship terms are presumably associated with various conceptual meanings for consumers. For instance, consumers may associate the term "sponsorship" with commercial aspects, whereas a philanthropic collaborator may be associated with altruism. In other words, there is inconsistency between these conceptual meanings. This inconsistency may perhaps lead to negative consumer thoughts, and in turn negative consumer evaluations (cf. incongruence in sponsorship and CSR research, (Becker-Olsen, Cudmore, and Hill 2006; Simmons and Becker-Olsen 2006). Study 2 examines the moderating effects between relationship terms (communication strategy) and the type of collaborator.

The following research questions formulate the purpose of study 2:

RQ2, 1: *What effect does relationship terms (partnership, sponsorship, and donation) have on consumers' evaluation of the relationship?*

RQ2, 2: *What are the moderating effects of type of collaborator?*

² In this thesis, the term "collaborator" refers to the organization the company has a relationship with

³ D'Astous and Bitz (1995) and Calderón- Martínez et al. (2005) compare commercial and philanthropic sponsorships

The Collaboration Continuum is originally designed to characterize company-NPO collaborations (Austin 2000a). However, it may be a relevant framework for relationships with all types of organizations. In this regard, the term corporate social responsibility (CSR) has been a recurring concept in previous research. This is an umbrella term defined as “a commitment to improve [societal] well-being through discretionary business practices and contributions of corporate resources” (Kotler and Keller 2005)⁴. The relationship forms in Austin’s (2000a) Collaboration Continuum are not necessarily defined as CSR initiatives. However, CSR may be a common objective for some of them. Previous research regarding CSR communication and consumer’s response of such efforts are therefore relevant for CCI initiatives as well.

This thesis intends to contribute to previous research on corporate community involvement, sponsorships and CSR communication. It aims to offer insight into consumers’ evaluation of companies’ interactions with different organizations in the community. If the results reveal that there are differences in how consumers’ respond to the various relationship terms and the type of collaborator, it may indicate that companies should take into account what type of relationships they communicate to the public and the type of collaborator these relationships involve. This study will contribute to companies’ review of the terms they apply in their CCI communication.

1.2 Structure of the Thesis

The thesis is organized into four parts. Part 2 presents the theory and previous research underlying the thesis, focusing on the Collaboration Continuum developed by Austin (2000a). This section also provides insight into current research on consumers’ evaluation of the different relationship forms and the role of motive attribution and CSR communication.

I will elaborate on the outline and methodology choices for study 1 in part 3. This section will define the most common terms applied in companies’ communication, followed by an introduction to the companies included in the study and their CCI communication. Study 1 consists of secondary data collected from the companies’ webpages and other forms of marketing communication. Study 2 is presented in part 4. This section presents the research

⁴ Cited in Du et al. (2010), p. 8.

model underlying the study, followed by the research hypotheses. The subsequent sections of part 4 present the methodology choices for study 2 and the results of the study.

Part 5 presents the conclusion and implications for study 1 and 2. This part discusses the limitations concerning both studies separately, and provides recommendations for future research.

Part 2: Theory

2.1 The Collaboration Continuum

Austin's (2000a) Collaboration Continuum is originally designed to categorize relationships between companies and NPOs. However, this framework may be relevant for relationships with all types of organizations, such as sports, culture, education etc. This thesis will look at several types of organizations, not just NPOs. According to Austin (2000a), the key to achieving the benefits of a NPO-company relationship is to understand the nature of collaboration. He further states that cross-sector relationships may have different forms and evolve over time, which in turn led him to characterize these interactions in a continuum (Austin 2000a).

Austin's (2000a) Collaboration Continuum consists of three different stages, defining philanthropic, transactional and integrative relationships. Seitanidi and Ryan (2007) offer a review of Austin's (2000a) framework by including companies' expectations and underlying motivations in the different relationship forms (Appendix A). The thesis includes insights from both Austin (2000a) and Seitanidi and Ryan (2007).

When a relationship moves from stage to stage in the Collaboration Continuum, the level of engagement between the parties moves from low to high and the magnitude of resources increases (Austin 2000a). Relationships that are located at the philanthropic stage (gifts and donations) involve a low engagement, a narrow scope of activities and an asymmetric relation (Austin 2000a). In the transactional stage (sponsorship and cause-related marketing), the magnitude of resources increases and the relation becomes symmetrical (Austin 2000a; Seitanidi and Ryan 2007). Integrative relationships (partnerships) are located at the far end of the Collaboration Continuum, where the parties have an intensive interaction level and address collaboratively a social issue (Austin 2000a; Seitanidi and Ryan 2007).

According to Austin (2000a), it is not necessary to pass through the three stages sequentially. A relationship can evolve from the philanthropic stage to an integrative relationship form, without having to enter the transactional stage (Austin 2000a). Progression alongside the continuum is not automatic and the dynamics are determined by the involved parties' decisions and conscious acts (Austin 2000a). Furthermore, "the three stages are not single discrete locations", in which there are several points between the stages as well (Austin 2000a, p. 35). In other words, some characteristics may be closer to a specific reference stage, whereas other traits or aspects may be closer to another stage (Austin and Seitanidi 2012a).

2.1.1 The Philanthropic Stage

The first stage in the Collaboration Continuum involves charitable donations or gifts, referred to as the philanthropic stage (Austin 2000a). As opposed to sponsorship, the company rarely expect public recognition in terms of compensation rewards, although limited recognition may occur (Seitanidi and Ryan 2007). In a philanthropic relationship the "directionality of the resource flow is primarily unilateral" (Austin and Seitanidi 2012a, p. 13). The relationship is therefore asymmetrical in nature, the underlying motivation being altruism. Employee volunteerism may also be located at the philanthropic stage, although this will be a relative informal gesture. When employee volunteerism projects becomes more developed, it migrates towards the transactional stage (Austin and Seitanidi 2012a).

Austin and Seitanidi (2012a) discuss the concept of what they term association value, a term defined as "a derived benefit accruing to another partner simply from having a collaborative relationship with the other organization" (Austin and Seitanidi 2012a, p. 5). According to Austin and Seitanidi (2012a), the associational value will accrue to both parties in a philanthropic relationship. This suggest the indirect benefits that may occur in such relationships, such as image enhancements (Lii and Lee 2012). There is generally a limited and infrequent interaction level in philanthropic relationships, and the parties functions are rather independent (Austin and Seitanidi 2012a; Austin 2000a). A philanthropic relationship is characterized by separateness and a minimal cooperation in terms of defining activities (Austin 2000a).

2.1.1.1 Strategic Philanthropy

True philanthropy occurs when the company's contribution to charity lacks expectations of compensation (Lii and Lee 2012). In other words, the company would make a donation simply because they believe this is a good act, without ulterior motives. This will involve the company donating money to a charitable cause completely anonymously, without any public recognition. Although companies engaging in true philanthropy do not expect any direct benefits, previous research has found that a corporate image generated by philanthropy can result in indirect benefits in terms of consumers' positive feelings and attitudes towards the firm (Lii and Lee 2012). However, these indirect benefits will not occur unless the company communicate their efforts and initiatives to make the public aware of them.

Many companies involved in corporate philanthropy often seek to create or somehow take advantage of an association with the NPO or cause (Lii and Lee 2012). The literature on corporate philanthropy often applies the term strategic philanthropy, implying that many companies involved in philanthropy may have an underlying strategic motive. In the case of strategic philanthropy, companies "seek to align their charitable donations with a cause connecting to their core business" and consider the potential reputation value gained from a more focused approach to giving (Lakin and Scheubel 2010, p. 2).

Strategic philanthropy can be defined as "a corporation's emphasis on charitable giving intended to achieve an enhanced corporate image and ties with customers and other stakeholders" (Xueming 2005, p. 392). Forming an association with the recipient/cause generates competitive resources for the involved company (Polonsky and Speed 2001). In pure philanthropy, being exclusively altruistic, the company will not make use of this resource. In pure philanthropy, generating associations with the recipient will therefore not be an important factor when a company determines whether to give or not (Polonsky and Speed 2001).

The degree to which corporate philanthropy is motivated by strategic concerns and whether true philanthropy actually occurs is a discussion that lies beyond this thesis. However, many companies communicate their corporate philanthropy strongly through either marketing communication or PR, indicating that they may seek to achieve other objectives besides just being honourable and good. For instance, Fry, Keim, and Meiners (1982, p. 105) found in their study that "corporate giving is a complement to advertising and is, therefore, a profit motivated expense".

2.1.2 The Transactional Stage

In the transactional stage, the parties carry out their resource exchanges through specific activities, such as cause-related marketing (CRM) or sponsorships (Seitanidi and Ryan 2007). According to Austin and Seitanidi (2012a), the transactional stage might also include highly developed employee volunteer programs. The engagement between the parties is more active at this stage and the flow of resources has become more significantly two-way. As opposed to the philanthropic stage, a transactional relationship is mutually beneficial (Austin and Seitanidi 2012a).

For corporations, the relationship begins to connect more directly with their business operations at transactional stage (Austin 2000a). Austin (2000a) further argues that the company can achieve greater business benefits when the donations focus on specific activities (e.g. sponsorships). Concerning association value, as defined in section 2.1.1, the different types of transactional relationships aim to make this association more salient and to stimulate sales. The associational relationships are closer and more visible at the transactional stage, which also increase the risk of creating negative value. This especially concerns relationships where the partners have inappropriate organizational fit (Austin and Seitanidi 2012a).

2.1.2.1 Sponsorships

Although CRM is also located at the transactional stage, this thesis focuses on sponsorships. One of the focal characteristics of sponsorships is the compensation rewards accompanying each sponsorship deal, thus resulting in a symmetrical relation (Seitanidi and Ryan 2007). The inclusion of a second party, the sponsor object, differentiates sponsoring from advertising, and the commercial motivation distinguishes it from altruism (Speed and Thompson 2000). Meenaghan (1991)⁵ defines sponsorship as “an investment in cash or kind, in an activity in return for access to the exploitable commercial potential associated with that activity”. In order to exploit the commercial potential the sponsor will have to invest in sponsorship-linked marketing, defined by Cornwell (1995)⁶ as an “implementation of marketing activities for the purpose of building and communicating an association to a sponsorship”.

Seitanidi and Ryan’s (2007) review of the Collaboration Continuum separates between commercial and socio-sponsorship, the latter often referred to as philanthropic or social

⁵ Cited in Seitanidi and Ryan (2007), p. 251

⁶ Cited in Cornwell, Weeks, and Roy (2005), p. 21

sponsorships (D'Astous and Bitz 1995; Simmons and Becker-Olsen 2006). The underlying motivation of a commercial sponsorship is related to sales, promotion and advertising (Seitanidi and Ryan 2007). Commercial sponsoring involves “a transfer of resources (in cash or kind) within the course of business or trade aiming to promote a business, product or service” (Seitanidi and Ryan 2007 p. 249), where the company in return receives compensation rewards. The compensation rewards expected of a commercial sponsorship are predominately tangible, although intangible benefits may occur (e.g. reputation and image enhancements) (Seitanidi and Ryan 2007).

The emerging of socio-sponsorships resulted from companies' acknowledging the importance of a sustainable relationship with an important stakeholder: the community (Seitanidi and Ryan 2007). Socio-sponsorships involve symmetrical support (in structure, not always in implementation) to a NPO, where the company also receives compensation rewards in return (Seitanidi and Ryan 2007). The main difference between commercial and socio-sponsorship relates to the motivation or intention underlying the sponsorship deal. In a socio-sponsorship, the underlying motivation is CSR, where the company aims to meet predominately social needs (Seitanidi and Ryan 2007). Another important difference lies in the legal status of the sponsored entities. According to Seitanidi and Ryan (2007) the legal entity in commercial sponsorships can be either a for-profit or a NPO, as well as an individual. In socio-sponsorships, on the other hand, “the legal entity should only be a NPO, as the social good would only be served through the aims of a NPO” (Seitanidi and Ryan 2007, p. 253).

Seitanidi and Ryan (2007) make a clear distinction between commercial and socio-sponsorships in terms of the company's underlying motivation. This distinction may be problematic as it implicitly states that socio-sponsorships are not at all commercially concerned. Considering the definition of sponsorships, this is a paradox. In a general sense, companies make sponsorship investments to acquire access to a commercial potential. In turn, this offers an opportunity to obtain desirable associations between the sponsoring company and the sponsor object, or increased brand awareness. Even though socio-sponsorships do not focus directly on business objectives, such as improved awareness or increased sales, the objectives may be linked to image improvement or social recognition (Calderón-Martínez et al. 2005). These indirect benefits may in turn generate positive consumer feelings, as well as favourable consumer responses in terms of purchase intention (Speed and Thompson 2000).

Referring to D'Astous and Bitz's (1995) discussion concerning the nature of sponsorships, some researchers believe that financial support of a philanthropic nature should not be located

within the definition of sponsorships. However, D'Astous and Bitz (1995) also state that other academics consider support of cultural, humanitarian or social causes (socio-sponsorships) as part of the sponsorship domain. Wragg (1994)⁷ suggests that socio-sponsorships are a fusion between charitable donations and commercial sponsorship.

Moreover, Seitanidi and Ryan's (2007) distinction between the two types of sponsorships indirectly states that commercial sponsorships are purely concerned with sales and advertising. The sponsoring of commercial organizations may also have an additional objective of displaying a sense corporate social responsibility (just in another way). For instance, companies that sponsor local football clubs may wish to sponsor local heroes and be part of the "team" in their community. When communicating such sponsorships the company may try to make it appear less commercial.

2.1.3 The Integrative Stage

The final stage of the Collaboration Continuum is the integrative stage, which involves a high level of engagement (Austin 2000a). Such relationships are "much more complex and organic than transactional arrangements", thus requiring more managerial efforts and a deeper commitment from both parties (Austin and Seitanidi 2012a, p. 18).

Evolving into the integrative stage involves fundamentally changes in the relationship (Austin and Seitanidi 2012a). As a result of working together successfully, and the development of a deeper and closer relationship, the partners' missions, values and strategies become more congruent (Austin and Seitanidi 2012a). Within an integrative relationship, the parties have a higher interaction level and a wider range of activities (Austin 2000a). Furthermore, the parties will increase their use of key assets and core competencies, which are combined to produce value together rather than in isolation (Austin and Seitanidi 2012a).

At the integrative stage, the parties enters a partnership, which involves a "transfer of resources (in cash or kind) in order to address collaboratively a social issue" (Seitanidi and Ryan 2007, p. 249). A partnership involves acknowledging mutual interdependence and joining efforts to achieve goals that the parties would not easily attain on their own (Mohr and Spekman 1994). Peloza and Falkenberg (2009) suggest that companies are more likely to enjoy business benefits when the relationship goes beyond simple cash donations. The main

⁷ Cited in Seitanidi and Ryan (2007), p. 253

motivation of entering such a partnership is CSR, primarily focusing on social issues that affects both parties (Seitanidi and Ryan 2007). Both parties contribute to the relationship, being either monetary or non-monetary resources.

Collaboration between NPOs and businesses has increased significantly and it has become more strategically important (Austin and Seitanidi 2012a; Austin 2000b). According to Austin and Seitanidi (2012a, p. 3), academics and practitioners view it as “an inescapable and powerful vehicle for implementing CSR and for achieving social and economic missions”. Even though businesses and NPOs are able to create social value on their own, collaboration is “the organizational vehicle of choice for both businesses and NPOs” in order to create more value together (Austin and Seitanidi 2012a, p. 9). The benefits accruing to the partners remain a priority, though “generating societal value takes on greater importance” in an integrative relationship (Austin and Seitanidi 2012a, p. 18). Austin and Seitanidi (2012a) further states that the increased importance result from integrating the company’s values of generating social value as a fundamental part of its core strategy.

2.2 Consumers’ Response to the Relationship Forms

When involved in CCI, most companies’ have the desire to achieve favourable consumer responses of their initiatives. One of the driving factors for companies involved in CCI of any kind may be a result of recognizing that consumers’ perception of a company as a whole and its role in society, can considerably affect the strength and equity of a brand (Hoeffler and Keller 2002). Keller (2001, p. 3) states that “the power of a brand resides in the minds of costumers”, which entails what they have learned, seen and felt when experiencing the brand over time. In order to build a strong brand it is therefore important to be perceived as favourable in the minds of consumers.

Nevertheless, companies involved in CCI are perhaps more concerned with reputation management, rather than brand building. A favourable corporate reputation may yield many benefits for the company. Keh and Xie (2009) found that corporate reputation has a positive influence of consumer trust. Consumers are more inclined to trust companies with a favourable reputation, as a strong and favourable reputation may strengthen consumes’ confidence in the company and reduce perceptions of risk (Keh and Xie 2009). Different forms of CCI may help build brand equity, and a favourable corporate image (Simmons and

Becker-Olsen 2006; Du et al. 2010). Consequently, understanding how consumers respond to the different forms of CCI is essential.

2.2.1 Corporate Philanthropy

Corporate philanthropy, in its pure form, will not influence consumer's attitudes or behaviours because there is no formation or exploitation of associations (Polonsky and Speed 2001). However, corporate philanthropy has become an increasingly strategic marketing tool for many companies. According to Walker and Kent (2013), engaging in corporate philanthropy may be motivated by forming relationships with NPOs or displaying CSR. In their article, Walker and Kent (2013) further state that such initiatives are equally likely to be utilized as persuasive communication tools. Referring to the discussion concerning pure and strategic philanthropy, initiatives such as donations and volunteerism may demonstrate altruism (Walker and Kent 2013). On the other hand, they may also seek to achieve beneficial effects for the engaging company, e.g. favourable attitudes towards the company.

As previously mentioned, many companies utilize philanthropy to form or enhance associations between the company and a good cause (strategic philanthropy). Meijer and Schuyt (2005)⁸ state that one of the limitations concerning associations built through philanthropy is that "consumers are not conditioned to seek out information about philanthropic pursuits". In other words, most consumers do not proactively seek information on company behaviour, including issues they consider particularly important (Dawkins 2004). Communication is therefore important in order to make consumers aware of and assess the philanthropic efforts. However, there are challenges associated with such communication due to the surrounding public cynicism toward the credibility of such initiatives (Walker and Kent 2013). If consumers perceive companies' CSR investments as a means to gain marketing advantages, the credibility of the efforts are up for questioning (Dawkins 2004). To be seen as credible, the causes being supported need to be seen as fit, or linked, with the company (Dawkins 2004). I will elaborate on the notion of fit between the company/cause within the following section concerning sponsorships.

Nevertheless, the philanthropic form of displaying CSR seems to be the most effective in enhancing corporate reputation through building company-cause associations (Polonsky and Speed 2001). Generally, research on this topic indicates that companies focusing on social

⁸ Cited in Walker and Kent 2013, p. 343

welfare are more likely to obtain positive attitudes towards the brand or company (Walker and Kent 2013). Lii et al. (2013) found that philanthropy had a stronger impact on consumer evaluations, followed by sponsorship and CRM. Consumers' attitudes toward the brand and the perceived credibility of the initiative were more positive in corporate philanthropy. Lii and Lee (2012) found the same results, where participants exposed to philanthropic initiatives had significantly more favourable evaluations and attitudes towards the company. The results indicate that consumers will in fact respond more positively towards companies donating large amounts directly to a NPO or a social cause, compared to the more indirect approach of sponsorships and CRM (Lii et al. 2013; Lii and Lee 2012).

Previous research indicates that a company's commitment to a cause may influence consumers' motive attribution for CSR investments (Ellen, Webb, and Mohr 2006; Webb and Mohr 1998). Webb and Mohr (1998) suggest that consumers view companies' long-term commitment to a cause as more well-intentioned when judging the company's motive. Webb and Mohr's (1998) study found the opposite to be the case for shorter campaigns, which the participants viewed as motivated by increased sales. This may indicate that when company donations occur as a one-time initiative, or have a shorter timeframe, consumers may tend to attribute a strategic motive. Ellen et al. (2006) found that companies' short-term commitment to a cause signal that the CSR efforts are initiated for meeting others' expectations. They define this as a stakeholder-driven motive, which consumers perceived negatively. Stated differently, when consumers sense that the company's philanthropic pursuit is a result of pressure from its stakeholders; consumers usually give no credit for this effort. Companies' displaying long-term commitment to a cause, on the other hand, is likely to indicate a genuine commitment or concern for the cause (Ellen et al. 2006).

2.2.2 Sponsorships

Sponsorships are very much different from other forms of advertising and promotions (Cornwell, Weeks, and Roy 2005; Speed and Thompson 2000; Meenaghan 2001) and consequently work differently in relation to consumers. Advertising offers more controlled communication, while "sponsorships involves a fee paid in advance for future potential communication value" (Cornwell et al. 2005, p. 21). According to Meenaghan (2001, p. 96), a sponsorship "engages the consumer differently by bestowing benefit on an activity (e.g. sports or arts) with which the consumer has an intense emotional relationship".

In a general sense, both commercial and socio-sponsorships provide benefits to society by offering economic or in kind support to activities (Meenaghan 2001). Meenaghan (2001) further states that consumers' general belief that the sponsor's efforts provide benefits to the sponsored activity/cause may generate a goodwill effect. This goodwill effect may in turn affect consumer attitudes and behaviours towards the sponsor (Meenaghan 2001).

Sponsorships may be seen as "subtle and indirect, involving a disguised intent to persuade resulting in a lowering of consumer defence mechanisms" (Meenaghan 2001, p. 101).

According to Meenaghan (1991), the recognised beneficial effect for the sponsored activity/cause is likely to be appreciated by the targeted audience. He further states that this appreciation may in turn make consumers' view sponsorships as less cynical compared to traditional advertising.

Previous research has shown that the fit, or congruity⁹, between the sponsor and sponsor object is an important construct in predicting sponsorship effects (Cornwell et al. 2005; Simmons and Becker-Olsen 2006; Speed and Thompson 2000; D'Astous and Bitz 1995). Fit between a sponsor and the sponsored object can be defined in terms of relatedness, as well as expectedness (Cornwell et al. 2005; Simmons and Becker-Olsen 2006). The level of fit is important as it influences the level of consumer elaboration of the company or the relationship itself, as well as the specific types of thoughts generated (i.e. negative or positive) (Becker-Olsen et al. 2006; Forehand and Grier 2003).

Previous research has also linked consumer's perception of sponsor sincerity to sponsorship effects and consumer response (Speed and Thompson 2000; Olson 2010; D'Astous and Bitz 1995). Speed and Thompson (2000) found a positive association between perceived sincerity and consumer response to sponsorship. Based on their results they imply that "consumers do not perceive sponsorships to be just another form of commercial activity but are sensitive to the potential philanthropic dimension that a sponsorship may have" (Speed and Thompson 2000, p. 236). Speed and Thompson (2000) further claim that if the leveraging or promotion of the sponsorship displays the sponsor's commercial objectives, the perception of sincerity may be reduced. If the consumers perceive the commercial aspect of the sponsorship it may in turn lead to negative consumer attitudes (Alexandris et al. 2008).

Fan identification with the sponsor object may also contribute to positive attitudes toward the sponsor (Dalakas and Levin 2005). Fan involvement refers to the "extent to which consumers

⁹ I will use the terms "fit" and "congruity" synonymously in this thesis.

identify with, and are motivated by, their engagement and affiliation with particular leisure activities” (Meenaghan 2001, p. 106). Dalakas and Levin (2005) have studied the reverse effect in sport sponsorships, and found that negative consumer attitudes might occur when consumers strongly dislike the sponsor object. Their study reveals that negative attitudes towards the sponsor object might lead to alienating consumers, which in turn make them view the sponsor in a less favourable manner. Essentially, the communication effects of a sponsorship may vary according to consumers’ involvement with the sponsored activity (Meenaghan 2001). Higher involvement promotes active processing and thus greater interest towards the sponsorship (D'Astous and Bitz 1995). In their study, D'Astous and Bitz (1995) found that interest or involvement in the sponsor object have a positive influence on consumer’s perception of the sponsor’s image.

Due to the intrinsically positive activities of a socio-sponsorship, one might expect that the low-fit aspect is less likely to influence such sponsorships. However, Simmons and Becker-Olsen (2006) indicate that the fit between the company-cause plays an important role in consumer’s interpretation of socio-sponsorships as well. Corporate support of social causes has emerged as a popular promotional tool, the logic being that consumers will view the company in a more favourable manner (Simmons and Becker-Olsen 2006). However, Simmons and Becker-Olsen (2006, p. 154) state that in socio-sponsorships “the benefits of intrinsically favourable actions can be mitigated and even reversed by low fit”.

According to Simmons and Becker-Olsen (2006), socio-sponsorships are expected to be interpreted based on their seemingly meaning – i.e. a good act that is worthy of liking. However, if consumers engage in further elaboration, other accessible inputs to judgement may also be considered. Simmons and Becker-Olsen (2006) claim that low fit play a central role in this process. First, low fit will increase consumer’s cognitive elaboration. This effect result from the unexpectedness of an incongruent sponsorship, causing the consumers search for a connection or reasons for the company’s choice of cause (Simmons and Becker-Olsen 2006). Low fit makes the positioning of the firm unclear for the consumers and they become less certain of what to expect from the company (Becker-Olsen and Simmons 2002). Secondly, low fit will make countering or negative inputs accessible, as incongruity is negatively valued (Mandler 1982)¹⁰.

¹⁰ Cited in Simmons and Becker-Olsen (2006), p. 156

2.2.3 Partnerships

Current research on cross-sector partnerships has focused on how companies can achieve successful collaborations and the potential social value creation in partnerships. However, there seems to be a lack of research regarding how consumers respond to such partnerships. Furthermore, research on cross-sector partnerships has focused on collaborations between NPOs and businesses (Kim, Sung, and Lee 2012; Austin 2000b; Le Ber and Branzei 2010) with no mentions of entities within sports or culture. Although, these studies may also serve as indicators for companies' partnerships with organizations within these fields as well.

In relation to long-term collaborators between NPOs and companies, the level of fit has also been an aspect of interest in previous studies (Kim et al. 2012). Kim et al. (2012) found that higher levels of fit¹¹ might promote consumers' to attribute more altruistic motives.

Nevertheless, consumers' may perhaps attribute commercial motives when the collaborator is commercial due to the nature of such a collaborator. Still, Forehand and Grier (2003) claim that when consumers' attribute commercial motives to companies' CSR activities it may still lead to positive consumer responses. According to Ellen et al. (2006), consumers may also perceive commercial motive attributions favourable. I will further elaborate on the role of motive attribution in section 2.3.

Successful partnerships are associated with a high level of commitment (Mohr and Spekman 1994), due to the complexity of relationships located at the integrative stage (Austin and Seitanidi 2012a). Integrative relationships will require a longer time-horizon, as the success depends on the partners working closer together and getting to know one another better (Mohr and Spekman 1994). The highest potential for achieving the desired benefits of a partnership is associated with long-term collaborations (Austin and Seitanidi 2012b). As previously mentioned, consumers may view companies' with a long-term commitment to a cause as more well-intentioned, which in turn is likely to indicate a genuine commitment from the company (Ellen et al. 2006; Webb and Mohr 1998). This may indicate that consumers will have favourable attitudes towards CSR initiatives executed from an integrative relationship because such collaborations may signal a high commitment to the collaborator and/or the cause.

¹¹ Kim et al. refer to high levels of what they label "activity fit" and "familiarity fit", where activity refers to the specific activities carried out, and familiarity refers to similarity between the parties (e.g. Røde Kors and Telenor are both familiar to the consumer).

2.3 CSR Communication, Motive Attribution and Persuasion Knowledge

Previous research regarding CSR communication may serve as indicators for the communication of CCI. According to Du et al. (2010, p. 17), consumers' "low awareness of and scepticism towards companies' CSR activities remain critical impediments in companies' attempts to maximize business benefits from their CSR investments".

Companies are supposed to maximize their profits, a fact that consumers are well aware of (Kim, et al. 2012). Kim et al. (2012) further suggest that this often make consumers question the underlying motives for companies' involvement in various forms of CSR. Generally consumers' attribute either extrinsic or intrinsic motives to companies' CSR activities (Du et al. 2010). Extrinsic motives¹² refer to the desire to increase profits or a self-centred motive. Intrinsic motives¹³ refer to other-centred motives or altruism (Webb and Mohr 1998; Du et al. 2010; Ellen et al. 2006). According to Rifon et al. (2004), consumers' perceptions of motives may translate into other consumer responses (e.g. brand attitudes or purchase intentions).

Intrinsic motive attributions lead consumers to react more favourably towards the company, whereas perceptions of extrinsic motives may promote less favourable attitudes and behaviours (Webb and Mohr 1998; Forehand and Grier 2003). Forehand and Grier (2003, p.351) propose that consumers ideally like to see intrinsic motives underlying the company's actions and that "any deviation from such firm altruism is viewed negatively". They further suggest that any aspects that lead to increased consumer scepticism concerning companies' motives are likely to promote relatively less positive reactions.

A key challenge when communicating CSR initiatives is to minimize consumers' scepticism (Du et al. 2010). In light of this, Du et al. (2010, p. 12) question whether companies should emphasize intrinsic, altruistic motives and deny strategically motives in their CSR communication, or if they should "be honest and acknowledge the business motives underlying their CSR initiatives". Forehand and Grier (2003, p. 351) argue that scepticism, or distrust, towards companies results from "the perception that the firm is being deceptive about its true motives", and that consumers do not automatically respond negatively to extrinsic motives. Forehand and Grier (2003) further suggest that an acknowledgement of extrinsic motives will enhance the credibility of the company's CSR communication.

¹² In this thesis I refer to "extrinsic motives" as "commercial motives"

¹³ In this thesis I refer to "intrinsic motives" as "altruistic motives"

Ellen et al. (2006) propose that consumers differentiate extrinsic motives into strategic and egoistic motives, whereas intrinsic motives are divided into values-driven and stakeholder-driven. As previously mentioned, consumers usually respond negatively to efforts that they perceived as stakeholder-driven. This also applies to efforts that consumers attribute an egoistic-driven motive (e.g. taking advantage of a cause or NPO). In contrast, strategic and value-driven motives generally produce favourable consumer responses. Whetten and Mackey (2002)¹⁴ suggest that attributions relating to typical strategic objectives of a company (e.g. brand awareness, maintaining consumers) are essential for the company's existence, and are widely accepted by consumers. Furthermore, Ellen et al. (2006) found that consumers' responses to the company were more positive when the CSR activities were attributed a combination of value-driven and strategic-motives (extrinsic and intrinsic motives). This suggest that the CSR communication may lead to positive results even if consumers attribute a sense of extrinsic motives.

Another important factor that may influence consumers' evaluation of a company's CCI efforts is consumers' persuasion knowledge. As consumers become experienced with the tactics of advertisers, they acquire knowledge about persuasion attempts (Friestad and Wright 1994), presumably including CCI communication and efforts. This knowledge assists consumers in identifying how, when and why marketers try to influence them (Campbell 1995). Consumers may elicit more persuasion knowledge when they question a company's motives (Friestad and Wright 1994), which in turn result in greater cognitive elaboration on these motives (Becker-Olsen et al. 2006).

According to Becker-Olsen et al. (2006, p. 47), motive attribution and the persuasion knowledge model "provide a basis for the argument that consumers will attempt to understand firms' motives embedded within marketing communications". Becker-Olsen et al. (2006) further state that when consumers are presented with communication concerning a company's social involvement, they are likely to elaborate on the message and attribute motives. Low fit may play a role in determining consumers' level of elaboration. As discussed in section 2.2.2, low fit is negatively valued and may increase consumers' elaboration of the company's motives. In turn, this increased elaboration is likely to promote the use of persuasion knowledge (Becker-Olsen et al. 2006).

¹⁴ Cited in Ellen et al. (2006), p. 150.

Campbell (1995) propose that when consumers' infer that an advertiser is using unfair, manipulative tactics it negatively impacts the advertisers credibility, which in turn lead to lower attitudes towards the brand. It is likely that this also applies to CCI communication, when consumers perceive the CCI initiatives as means to manipulate consumers' perceptions of the company. Yoon, Gürhan-Canli, and Schwarz (2006) propose that consumers should be particularly reluctant to infer positive company motives to the extent the communication provides reasons to suspect ulterior motives. Yoon et al. (2006) further suggest that this may reduce consumers' evaluations of the company. In her study, Campbell (1995) found that brand evaluations decline when consumers infer manipulative intent on company actions.

2.4 Signalling in CCI communication

Marketing communication, in all its various forms, makes use of signs in the creation of messages (Shimp 2010). The concept of signs includes words, visualizations and everything that has the potential to communicate meaning to the receiver. When exposed to marketing communication of any kind, presumably also including CCI communication, the consumer is actively involved in assigning meaning to the brand or company (Shimp 2010). In other words, the consumer perceives the company's communication as something that needs to be interpreted.

It is likely to assume that the relationship terms applied in companies' CCI communication are associated with specific meanings for consumers. The meanings derived from the terms presumably relate to the terms' conceptual definitions. For instance, most consumers are likely to associate the term "partnership" with mutuality and high commitment, due to the established definition of such interactions. Referring to the discussion of companies' commitment to the cause and genuine commitment in section 2.2.1, partnerships may signal a high commitment to the collaborator. In turn, this may promote consumers to perceive the CCI efforts as more well-intentioned. According to Ellen et al. (2006) this may lead to favourable consumer evaluations of the company.

Moreover, the term "sponsoring" is likely to be interpreted according to the conceptual meaning of sponsorships. Generally, sponsorships are defined as a marketing communication activity (Meenaghan and Shipley 1999). The term "sponsorship" may therefore be associated with a commercial aspect for most consumers, as they may perceive increased sales or

advertising to be common objectives of such investments. These perceived objectives do not necessarily lead to negative evaluations of sponsorships as a relationship form. Meenaghan's (2001) proposed beneficial effects allocated to the sponsor object, as discussed in section 2.2.2, may promote less consumer scepticism towards sponsorships (compared to traditional advertising). Forehand and Grier (2003) state that consumers do not automatically respond negatively to companies' extrinsic motives (e.g. increased sales and advertising). In their article, Forehand and Grier (2003) argue that is presumably the perception of the company being deceptive about its true motives that lead to consumer's scepticism towards the company. Meenaghan (2001) suggests that sponsorships lower consumer defence mechanisms (e.g. the use of persuasion knowledge), as they involve a disguised intent to persuade consumers.

On the other hand, the type of collaborator may influence consumer evaluations of relationships communicated with the term "sponsorship". It is often common for sponsorships to involve a commercial collaborator, e.g. sport sponsorships or event sponsoring. Consumers may perceive this as consistent with their conceptual meaning of a sponsorship, as a commercial collaborator may also signal commercial aspects or advertising. However, philanthropic collaborators in sponsorships may be perceived as inconsistent with the consumers' initial interpretation. As discussed in section 2.2.2, low fit or incongruity in sponsorships lead consumers to elaborate more on the company's motives. Simmons and Becker-Olsen (2006) explain this effect in terms of the unexpectedness of a low-fit sponsorship. The inconsistency relating to philanthropic collaborator in a sponsorship deal may perhaps lead to the same effect (i.e. higher elaboration of company motives). Low fit is found to generate negative thoughts and low fit in itself is negatively valued (Forehand and Grier 2003). In turn, this could indicate that a sponsorship with a philanthropic collaborator, rather than a commercial collaborator, may lower consumers' evaluation of the relationship.

The term "donation", on the other hand, may signal altruism. Company donations may be linked to objectives related to image enhancements etc. (i.e. strategic philanthropy). However, the conceptual meaning of the term "donation" should essentially signal a unilateral flow of resources. Related to this, philanthropic organizations are often referred to as non-profit organizations, voluntary organizations or welfare organizations (Salamon and Anheier 1997). Thus, the conceptual definition of such organizations may also signal altruism to the consumers. In this regard, one may expect consumers to associate the term "donation" with a philanthropic organization due to the nature of such organizations. When companies donate

money to a commercial collaborator, consumers may perceive inconsistency between the conceptual meaning of the term and type of collaborator. Referring to the discussion above, this may lead to higher consumer elaborations of the relationship and subsequently lower consumer evaluations.

Part 3: Study 1

3.1 Introduction

Study 1 examines how companies communicate their CCI efforts. The purpose of this study is to identify what relationship terms companies apply in their CCI communication.

The following sections outline the methodology choices for study 1. The subsequent sections provide definitions of the most commonly applied relationship terms, before presenting the companies and their CCI efforts in a chronological order. The results are discussed in section 3.5. Table 3.1 presents an overview of how the majority of companies communicate their relationships, following by a subsequent discussion as to whether this seems to correspond to the actual relationship form.

3.2 Methodology

3.2.1 Sampling

The included companies were selected from a list of Norway's 500 largest companies (www.kapital500.no), a non-probability sampling method. There are only 11 Norwegian companies included in this sample. Due to the small sample of companies and the sampling method, the results are not representative for Norwegian companies as a whole. Nevertheless, the data may give an impression of how the largest companies chose to communicate their CCI. The largest companies are often the most active when it comes to CCI initiatives (e.g. DNB and Telenor), which makes it interesting to study how they communicate such efforts.

The selection criteria for the sample were that the companies provide sufficiently communication regarding their relationships and CCI activities on their webpages.

Yara International, KLP and Aker Solutions were excluded from the study due to lack of relevant communication for the analysis.

3.2.2 Research Design and Procedure

Three categories classify the collected data, namely sport, culture and NPOs. Two subcategories, professional and grassroots sport, further classify relationships within the sports domain. I will define the different categories below. Appendix B provides an overview of the relationships and activities within each category. Relationships that consist of activities and efforts that may be located within several categories are listed within all the appropriate categories, e.g. the Morgendagens helter programme.

Sports - professional vs. grassroots sports: This thesis define professional sports as sports where the athletes receive payment for their performance (e.g. Norges Fotballforbund, Skiforbundet). Consequently, the athletes within professional sports are involved in the specific branch of sport as a means to earn a living. Grassroots sports are amateur sports, where everyone can enter and participate (e.g. Telenor Extra, Telenor Karusellen).

Culture: In this thesis, relationships within culture involve different forms of festivals, concerts and museums. Relationships that involve economical support or sponsoring of musicians will also be located within this category.

Non-profit organizations: NPOs are organizations that utilize their revenue to achieve their objectives, rather than distributing it as profits (e.g. Røde Kors and Amnesty International).

3.3 Definitions of Relationship Terms

Companies apply different terms to define their relationships with different organizations the community (sports, culture and NPOs). Before presenting the collected data concerning companies' descriptions of these relationships, it is useful to define some of the most common terms they apply. These definitions will give an impression of which relationship form the various terms express.

The Oxford dictionary defines the term “contribute” as to “*give (something, especially money) in order to help*”. The Oxford Dictionary further defines the term “support” as to

“give assistance to, especially financially”. Both of these definitions give an impression of a unilateral flow of resources (of any kind), which is consistent with the philanthropic stage in the Collaboration Continuum (Austin 2000a). According to Seitanidi and Ryan (2007), the support or contribution in a philanthropic relationship are considered gifts. The Oxford dictionary defines a gift as *“a thing given willingly to someone without payment”*.

Consequently, gifts also express a philanthropic relationship. On the other hand, Seitanidi and Ryan (2007) describe socio-sponsorship as symmetrical support, where the company in return receives compensation rewards. Therefore, if the relationship is referred to as a sponsorship together with the term “support”, it may also relate to socio-sponsorships. Nevertheless, in a socio-sponsorship, the sponsored object should be a NPO, “as the social good would only be served through the aims of a NPO” (Seitanidi and Ryan 2007, p. 253).

In the philanthropic stage of the Collaboration Continuum (Austin 2000a), the most common term is perhaps “sponsorships” or “sponsoring”. This applies to both commercial and socio-sponsorships, as well as CRM. The Oxford Dictionary define term “sponsoring” as *“to pay some or all of the costs involved in staging (a sporting or artistic event) in return for advertising”*. This definition clearly illustrates that the company would expect compensation for the sponsor investment, which distinguishes it from a philanthropic relationship.

The integrative stage in the Collaboration Continuum (Austin 2000a), involves collaboration or a partnership. The Oxford Dictionary define the term “collaboration” as to *“work jointly on an activity or project”*. This illustrates the closeness of a collaborative relationship. Working jointly together indicates that both parties have to contribute and that both parties benefit from such a relationship, which is associated with the integrative stage (Austin 2000a). Hence, the terms “partnership” or “collaboration” refer to integrative relationships.

3.4 Corporate Community Involvement in Norway

The companies included in the study operate within different sectors, ranging from oil, gas and energy, to telecommunication, retail and banking. The following section presents the secondary data of study 1, collected mainly from the companies’ webpages.

This section will present the companies’ communication and the terms they apply, followed by a discussion regarding which relationship forms these terms express. I will also discuss whether the terms applied correspond to the actual relationship form. The time span and scope

of this thesis made it difficult to collect further data to define the actual content in the companies' relationships. Consequently, the available information is applied to infer interpretations of the actual relationship forms.

Statoil

Statoil is an international energy company founded in Norway in 1972 (www.statoil.com, a, b).

Statoil's sponsorship programme Morgendagens helter makes the company one of Norway's largest sponsors within the fields of education, sports and culture (www.statoil.com, c). This programme comprises the sponsoring of several projects targeting children and young adults, within the aforementioned fields. According to Statoil, they wish to "contribute to giving children and young adults the opportunity to develop their talents, either within mathematics, on the sports field or on the stage" (www.statoil.com, c) Statoil claims to "support" Morgendagens helter.

The programme Morgendagens helter is listed below the headline "sponsorships, donations, and conferences" in the company's webpage. The programme also has its own webpage where the different activities are communicated. The company refers to the activities or relationships within this programme with the terms "collaborations", "sponsorship deals" and "economical support". Within the culture section, Statoil say they sponsor Festspillene i Nord-Norge (www.morgendagenshelter.no, b) and have collaborated with Stavanger Symfoniorkester since 1990 (www.morgendagenshelter.no, c).

Statoil define themselves as a main collaborator of Norges Fotballforbund (NFF) (www.morgendagenshelter.no, a). In the same section, they claim to be the main sponsor and apply the terms "collaboration" and "collaboration partner" frequently (www.statoil.com, e, f). Both NFF and Statoil describe this as a collaboration. However, NFF also states that the company is the main sponsor for all age-specific teams (www.fotball.no, d). According to a press release, Statoil has been NFF's collaboration partner since 2000 and has supported the talent development in NFF since 2006 (www.fotball.no, b). In another press release on Statoil's webpage, it is stated that the agreement signed in 2002 makes Statoil part of NFF's sponsor team (www.statoil.com, e). This agreement is also referred to as a collaboration agreement. In a later press release, the agreement signed in 2010 is described as an extended collaboration agreement (www.statoil.com, f).

Statoil is also the title sponsor for the Masters Tennis tournament in Great Britain, now called Statoil Masters Tennis (www.statoil.com, d). When communicating this relationship, the term “support” is frequently used. Statoil also states that supporting this tournament gives the British the opportunity to become more familiar with the company, which is linked to the strategic characteristics of a sponsorship. The headline in this section reads, “Statoil supports Tennis tournament”, although the company applies the terms “title sponsor”, “sponsor support” and “sponsor investment” as well.

Discussion of communicated relationship form

Morgendagens helter

When communicating the Morgendagens helter programme, Statoil applies terms related to all of the stages in the Collaboration Continuum (Austin 2000a). Whether some of the relationships within this programme can be defined as collaborations, is difficult to conclude based on the available information as it lacks a precise definition of what they actually involve. The sponsorship manager in Statoil expresses that the company “places emphasis on finding the good relationship forms with each of the partners” (www.nrk.no).

Morgendagens helter is communicated beneath the headline “Sponsorship activities” but Statoil appears to define the programme mainly as philanthropic efforts. The company claims to “support” Morgendagens helter and communicates a desire to “contribute”. According to the definition of support, this may give associations to a philanthropic relationship. The term “support” may also refer to socio-sponsorships, although then the collaborator will have to be a NPO (Seitanidi and Ryan 2007). Statoil’s Morgendagens helter programme centres on children and young adults, with no mentions of NPOs. Statoil’s Morgendagens helter can therefore not be defined as a socio-sponsorship. Consequently, the term “support” relates to the philanthropic stage. As mentioned above, the programme makes Statoil one of the largest sponsors within the fields of education, sports and culture. Thus, the initiative in itself is apparently a sponsorship programme but the description seemingly places it at the philanthropic stage.

Norges Fotballforbund

Concerning Statoil’s relationship with NFF, it is difficult to determine the location in the Collaboration Continuum. The press release on NFFs webpage includes a picture of Statoil’s

sponsorship manager, which may indicate that the focus of the relationship is in fact a sponsorship (www.fotball.no, b). It appears that Statoil is involved in many different activities and programmes with NFF, such as Statoil talent and Statoil region (www.fotball.no, c). The sponsorship deal linking Statoil and NFF appears to be defined as a collaboration agreement, which illustrates the inconsistency of terms applied. However, the relationship resembles more a sponsorship rather than a collaboration. The communication primarily corresponds to the integrative stage. Consequently, there is a mismatch between the communication and actual relationship form.

Statoil's Masters Tennis

When communicating this sponsorship, the term “support” is frequently used. To a certain extent, the communication does include the correct term (“sponsorship”). The terms “title sponsor”, “sponsor support” and “sponsor investment” are also applied. However, the headline (“Statoil supports Tennis tournament”) describes a philanthropic relationship. The headline may indicate that Statoil wishes to promote this as a philanthropic gesture, at least to some extent. Nevertheless, the communication primarily correlates with the actual relationship form.

Telenor

Telenor¹⁵ is Norway's largest supplier of telephone- and internet services (www.telenor.no, a).

Telenor's webpages direct you to their programmes Telenor Open Mind and Telenor Integration, which are both labour market initiatives. Telenor Open Mind focuses on people with disabilities of any kind or a history of mentally illness (www.telenor.no, b), and Telenor Integration aims at highly educated immigrants (www.telenor.no, c). According to the company's webpage, Telenor has cooperated with NAV¹⁶ concerning both these programmes (www.telenor.no, d; www.telenor.no, e). The term “collaboration” is frequently applied.

According to Telenor, the company supports a variety of activities within sport, culture and community life in Norway (www.telenor.no, f). These initiatives are referred to as a project called “Fra bredde til topp” (“From breadth to top”). Telenor is the main sponsor of Norges Skiforbund alpint, which is communicated in relation to this project

¹⁵ Telenor Norge and Telenor Group will be included in this section

¹⁶ NAV is a labour and welfare organization administering arrangements such as unemployment- and sickness benefits, work assessment allowance, child benefits and pensions (www.nav.no)

(www.frabreddetiltopp.no, a). The project “Fra bredde til topp” also includes the sponsorship programmes Telenor Karusellen and Telenor Lekene. When defining these sponsorship-deals Telenor claims that they wish to be a “contributor to a broader recruiting and stronger results on the top level” (www.frabreddetiltopp.no, a). Telenor is also referred to as the main collaborator for Telenor Karusellen and the agreement that makes Telenor the main sponsor of this programme is referred to as a collaboration agreement (www.skiforbundet.no, b).

Moreover, Telenor communicates what they term a collaboration with NFF, concerning the women and men’s national football teams (www.frabreddetiltopp.no, b). According to Telenor, their focus on “Fra bredde til topp” makes them one of the main collaborators of Norwegian football. The description of Telenor’s initiatives within this relationship indicates that it involves a range of activities within football, and not just sponsorship deals. For instance, the project Telenor Xtra is a football leisure scheme focusing on football exercises, homework tutoring and nutrition (www.fotball.no, a). When describing this initiative, Telenor states that this is a result of the collaboration with NFF (www.online.no, a). Nevertheless, the company describes the entire project as part of their sponsorship strategy. According to Telenor’s sponsorship manager, the agreement with NFF illustrates how the company wishes to sponsor the sport (www.online.no, a). The most frequently applied terms in Telenor’s communication of this relationship appear to be “collaboration” and “collaboration agreement”.

Telenor also states that they collaborate with certain football teams, such as Rosenborg Ballklub and Vålerenga Fotball (www.frabreddetiltopp.no, b). Rosenborg defines Telenor as a collaboration partner in a press release concerning a signed agreement with Telenor in 2012 (www.rbk.no). However, in the same press release the economical aspect is also referred to as valuable sponsor money for the football club. According to the sponsor manager in Telenor, this deal makes Telenor able to maintain the status of being among the largest sponsors of Rosenborg, securing exposure of Telenor through the football jerseys and the stadium. In the end of the press release, Telenor refers to the relationship as a sponsorship (www.rbk.no).

Concerning the relationship with Vålerenga, the terms “sponsorship” and “collaboration partner” are used in the communication (www.vif-fotball.no). In a press release concerning an extension of the collaboration agreement, Telenor explains that the company’s sponsorship strategy includes a focus on both football and skiing (www.vif-fotball.no). This statement indicates that Vålerenga is a part of the sponsorship strategy of Telenor. However, the press release also gives information about a joint project called “Brukt mobil nye muligheter”

(“Used cell phone, new opportunities”). This project aims to give everyone the opportunity to protect the environment by facilitating safe collection and recycling of old cell phones. The cell phones collected through Vålerenga’s activities will generate money for the football club’s community projects.

According to Telenor, the company also has a close collaboration with Norges Røde Kors through the projects Bruk Hue and Kors på Halsen (www.frabreddetiltopp.no, d). Bruk Hue is a campaign with an aim of fighting online bullying. Telenor is listed as a partner on campaign’s webpage (www.brukhue.com, a), where the campaign is described as a collaboration between Røde Kors, Telenor, Barnevakten and Medietilsynet (www.brukhue.com, b). Kors på Halsen is a project owned by Røde Kors (www.korspahalsen.no, a), where children and young adults can talk about difficult experiences and problems.

Moreover, a press release back in 2010 described an important collaboration between Telenor and Røde Kors in Montenegro (www.telenor.com, a). Telenor offered laptops and modems, and gives the volunteers the ability to call each other free of charge. According to another press release from the same year, the parties signed an agreement making Telenor a main collaborator for the following three years (www.telenor.com, b). On Telenor’s webpage, the company describes the relationship as “a collaboration to support Røde Kors humanitarian work” (www.telenor.com, c). The most frequently applied terms when communicating Telenor’s relationship with Røde Kors appear to be “collaboration” and “collaboration agreement”.

Discussion of communicated relationship forms

Telenor Open Mind and Telenor Integration

The programmes Telenor Open Mind and Telenor Integration indicate that the relationship between Telenor and NAV is located at the integrative stage of the Collaboration Continuum (Austin 2000a), which is also how they communicate it. The collaboration concerning Telenor Open Mind started already in 1998, illustrating a long-term commitment from both parties (www.telenor.no, d), which is one of the characteristics of successful partnerships (Mohr and Spekman 1994).

This is a partnership where Telenor and NAV collaboratively address a social issue. A relationship on the integrative stage will focus on social issues that affect both parties (Seitanidi and Ryan 2007). With this programme, Telenor gains access to work labour and increases their diversity, and NAV is offered help with assisting the members of the programmes to enter the labour market.

Telenor Karusellen and Telenor Lekene

When defining these sponsorship-deals, Telenor claims that they wish to be a “contributor”. “Contributor” is a term that corresponds with the philanthropic stage of the Collaboration Continuum (Austin 2000a). Referring to the definitions in section 3.3, applying these terms might suggest that Telenor does not expect anything in return. As mentioned previously, sponsorships are relationships characterised by a symmetrical relationship where the company receives compensation rewards (Seitanidi and Ryan 2007). Telenor’s contribution offers them compensation rewards in return, in terms of access to an exploitable commercial potential.

When describing the aim for Telenor Karusellen, the company does not express the objectives for this effort. The focus is exclusively on the programme being “the most important recruitment effort for Skiforbundet” (www.skiforbundet.no, a). This statement further suggests that Telenor does not expect any compensation in return, giving stronger associations to a philanthropic relationship in their communication. Furthermore, Telenor is referred to as the main collaborator for Telenor Karusellen. The agreement that makes Telenor the main sponsor is also referred to as a collaboration agreement (www.skiforbundet.no, b).

Telenor’s communication is unsystematic as terms associated several stages in the Collaboration Continuum (Austin 2000a) are applied. Based on the available information, these relationships may be defined as sponsorships, making the communication uncorrelated in terms of the actual relationship form.

Norges Fotballforbund

The description of Telenor’s initiatives within this relationship indicates that this involves a range of activities within football, and not just sponsorship deals. This may indicate a relationship closer to the integrative stage, which is characterized by a larger scope of activities (Austin 2000a). Nevertheless, the company describes the entire project as part of their sponsorship strategy. According to Telenor’s sponsorship manager, the agreement with NFF illustrates how the company wish to sponsor the sport (www.online.no, a). The fact that

the sponsorship manager is involved in the agreement may signal that the relationship with NFF is in fact a sponsorship. However, the most frequently applied term when communicating this relationship is “collaboration” (www.online.no, a, b; www.frabreddetiltopp.no, b). Based on the available information, the relationship seems to be closer to the transactional stage. Consequently, the communication is unsystematic in terms of applying terms related to several relationship forms, and the communicated relationship form seems unrelated to the actual relationship form.

Rosenborg

“Collaboration” appears to be the most frequently applied term when communicating this relationship. However, it is communicated with the terms “collaboration” and “sponsorship”. It is difficult to determine the actual relationship form. Some of the information provided give clear associations to a transactional relationship, whereas other aspects of the relationships places them closer to the integrative stage. However, in a press release it is stated that Rosenberg helped Telenor test the new cellular network in practice (www.frabreddetiltopp.no, c). This may indicate that the relationship consists of other activities besides just a sponsorship deal, placing the relationship closer to the integrative stage. Although, it is difficult to obtain an overview of all the activities within this relationship. Nevertheless, the communication appears unsystematically by including terms related to two different relationship forms.

Vålerenga

This relationship is communicated similar to the relationship with Rosenberg, with the terms “sponsorship” and “collaboration”. It is difficult to place this relationship in the Collaboration Continuum (Austin 2000a). Nevertheless, the communication of this relationship also appears unsystematically by including terms related to two different relationship forms.

Røde Kors

The most frequently applied terms seem to be “collaboration” and “collaboration partner”. Telenor describes this relationship as “a collaboration to support Røde Kors humanitarian work”. The term “support” is related to the philanthropic stage, in terms of only offering Røde Kors financial support. However, the range of projects that the two parties cooperate with illustrates a variety of activities, which characterizes an integrative relationship (Austin 2000a). Combined with the fact that Røde Kors also defines Telenor as a collaboration

partner, the relationship with Røde Kors seems to be defined as an integrative relationship. Consequently, the communication corresponds with the actual relationship form.

DNB

DNB is Norway's largest financial company according to market value, and Norway's oldest private bank (www.dnb.no, a, b).

Beneath the headline "Contributions to society", DNB informs that the company provides economic support to sport, culture, NPOs and other socially beneficial causes. According to DNB, they contributed with NOK 190 million to various purposes in 2012 (www.dnb.no, c).

Beneath the same headline, DNB also communicates what they term a collaboration with both Røde Kors and TV-aksjonen (www.dnb.no, c). According to DNB, the collaboration with TV-aksjonen has lasted since the 1970s, where the company contributes with economical support and as a coordinator for the counting committee. Furthermore, several hundred of DNBs employees participate in this annual event by counting and reporting, many of them on a voluntary basis. TV-aksjonen also refers to this relationship as a collaboration. DNB is referred to as one of their main collaborators of TV-aksjonen, with more than 30 years' experience as the regular banking connection (www.blimed.no).

Concerning the collaboration with Norges Røde Kors, DNB does not state how long this relationship have lasted. According to Røde Kors, DNB has been the main collaborator since 2010. DNB has established Frivillighetsbanken together with Røde Kors (www.dnb.no, c), where DNB employees can sign up as volunteers and contribute to activities such as refugee assistants, homework tutors, visitors and collection box bearers, and signing up to be blood donors (www.rodekors.no, a). Røde Kors states that DNB not only contributes with economical support but also economical knowledge where DNB employees teach personal economy to the ones who utilize Røde Kors' activities (www.rodekors.no, a). The available information suggests that the relationship includes several activities. DNB employees are able to join several different volunteerism programmes, DNB is the sponsor of a CRM campaign with Røde Kors (www.rodekorsmastercard.no), the company invited several people from Røde Kors' activities to the World Cup biathlon (www.rodekors.no, b), and is one of the companies involved in organizing the Race Against Malaria (www.rodekors.no, c).

Concerning the companies' sponsorship activities, the term "sponsorship" is most frequently applied. According to DNB, they sponsor Norges Friidrettsforbund, Norsk Skiforbund Alpint

and Norges Skiskytterforbund, among others (www.dnb.no, d). The company communicates the same objectives of creating the desired associations and increased awareness in relation to the sponsoring activities. The list of the sponsorship objects are located beneath the headline “Sponsorship activities”; however, DNB applies the terms “support” to define their relationship with sport as well. “Support” appears to be the preferred term concerning all of companies’ relationships with sport, culture and NPOs.

Discussion of communicated relationship forms

Regarding DNB’s “Contributions to society”, this headline clearly relates to the philanthropic stage. Referring to the discussion regarding pure and strategic philanthropy, the definition of corporate philanthropy involves a limited expectation of recognition, although indirect benefits may occur (Seitanidi and Ryan 2007). According to DNB, the objectives of the contributions involve creating desired associations and higher awareness to the DNB brand, as well as creating relations with customers and motivating DNB’s employees (www.dnb.no, c). This clearly states an expectation beyond limited public recognition (strategic philanthropy). DNB seemingly communicates all of their CCI efforts (including collaborations and sponsorships) collectively as philanthropic efforts in this page.

TV Aksjonen

According to Austin and Seitanidi (2012a), informal employee volunteerism may be located at the philanthropic stage. However, they further suggest that when such programmes are highly developed it migrates to the transactional stage. Whether this relationship should be located on the transactional or closer towards the integrative stage is difficult to determine using only the information from DNBs webpage. TV-aksjonen also defines this relationship as a collaboration, where DNB is referred to as one of their main collaborators of TV-aksjonen, with more than 30 years’ experience as the regular banking connection (www.blimed.no).

The relationship has lasted for several years, which may indicate a close relationship with a high commitment. However, this particular activity (a yearly television auction) is seemingly the only activity the parties are involved in together. According to Austin (2000a), an integrative relationship involves several activities. Based on the available information regarding this relationship, it may appear to be located between the transactional and integrative stage. The communication appears consistent for the most part, in terms of mainly

including the term “collaboration”. Nevertheless, the headline (“Contributions to society”) still indicates a philanthropic effort.

Røde Kors

Røde Kors states that DNB not only contributes with economical support but that DNB employees also engage in volunteer work. This relationship seemingly includes several activities, besides just economical support from DNB to Røde Kors. This suggests a deeper relationship with a high commitment, a relationship located at the integrative stage in the Collaboration Continuum (Austin 2000a). The communication appears to relate to the actual relationship form and it is consistent in terms of using the term “collaboration”. Still, as discussed above, the headline implies a philanthropic relationship.

Sponsorships

Norges Friidrettsforbund, Norsk Skiforbund Alpint and Norges Skiskytterforbund are among the sports associations sponsored by DNB. The communication of these sponsorship deals corresponds to the actual relationship form (transactional relationship). The company communicates the same objectives of creating the desired associations and increased awareness in relation to the sponsoring activities. The list of the sponsorship objects are located beneath the headline “sponsorship activities”, although DNB applies the term “support” to define their relationship with sport as well. Consequently, the communication appears inconsistent in terms of applying terms related to the philanthropic and transactional stage in Austin’s (2000a) Collaboration Continuum.

ExxonMobil Norge

ExxonMobil Norge¹⁷ is a subsidiary company of Exxon Mobil Corporation in USA. The company is the third largest producer of oil and gas on the Norwegian continental shelf, covering several companies, e.g. ESSO Norge AS (www.exxonmobil.no, a).

ExxonMobil defines their CCI activities as “Sponsoring and collaboration”, where the company states that they contribute to culture, sport, social activities and education (www.exxonmobil.no, b). The headline of this page does not correspond with the description below. In this description, the company communicates that they provide direct contributions

¹⁷ ExxonMobil Norge will be referred to as ExxonMobil in the subsequent discussion

to the aforementioned fields (www.exxonmobil.no, b). There are no mentions of either sponsorship deals or collaborations in this section.

ExxonMobil has been the title sponsor for the international athletic competition ExxonMobil Bislett Games. ExxonMobil provides the tournament economic support, but the event is also utilized for collecting money to combat malaria (www.exxonmobil.no, c). ExxonMobil further states that they are the world's largest non-pharmaceutical contributor in the fight against malaria, and express that they collaborate with Røde Kors through the Bislett-tournament for this cause. Their cooperation was expanded in 2012, with ExxonMobil offering support to an initiative that will help thousands of lives from the deathly disease by the use of new cellular phone technology (www.exxonmobil.no). ExxonMobil and Røde Kors also organize the company relay Race Against Malaria in Oslo (www.rodekors.no, c).

Discussion of communicated relationship forms

As mentioned above, the headline of the page ("Sponsoring and collaboration") where the company communicate their CCI efforts does not correspond to the description below. The term "direct contribution" gives an impression of philanthropic efforts, and there are no references to either sponsorship deals or collaborations in this section. In this particular page, it may appear that the company wishes to communicate all of their efforts, regardless of the actual form, as philanthropic relationships. When the company describes the relationships closer, they appear to apply the correct terms.

Røde Kors

The communication of this relationship appears to correspond with the actual relationship form, and the company systematically apply the same term ("collaboration"). ExxonMobil's communication indicates that combatting malaria appears to be an affecting cause for the company. In an integrative relationship, the parties collaboratively address a social issue that affects both of them (Seitanidi and Ryan 2007). The relationship covers different initiatives and activities where they combine their core competence, which is also one of the characterizing features of an integrative relationship (Austin and Seitanidi 2012a).

Norsk Hydro

Norsk Hydro is a producer and a global supplier of aluminium (www.hydro.com, a).

Hydro's CCI activities and involvement are jointly described with the terms "sponsorships" and "collaboration". According to their webpage, Hydro cooperates with several NPOs such as Redd Barna, and Amnesty International Norge (www.hydro.com, b).

They further state to be a proud sponsor of Nobels Fredssenter (www.hydro.com, c).

However, the same description refers to this relationship as a partnership and the company stresses that it is important and correct to collaborate with Fredssenteret. In front of the entrance to Fredssenteret, there is a sculpture called Verdensportalen. Hydro describes the sculpture as a "donation" to Fredssenteret (www.hydro.com, c). In other words, when describing the relationship with Nobel Fredssenter, the company applies terms related to different relationship forms. In a press release from 2008, the title reads, "Hydro renews the main sponsor agreement with Nobels Fredspriscenter" (www.hydro.com, d). Nobel Fredspriscenter also refers to Hydro on their own webpage, where they list their main sponsors and partners (www.nobelpeacecenter.org). In this description, they do not refer to a partnership specifically, but they state that having a collaboration with their sponsors is essential. It may appear that both parties refers to sponsoring as a form of collaboration. For instance, in the same press release from 2008 (www.hydro.com, d) the main sponsor agreement renewal is referred to as a collaboration agreement.

Hydro's relationship with Amnesty International Norge is also referred to as a collaboration. The collaboration agreement has lasted since 2002, where Amnesty offers Hydro information and training regarding human rights. In return, Hydro offers insights on which dilemmas international companies may be faced with concerning human rights. Additionally, Hydro contributes with economic support to Amnesty general efforts concerning human rights (www.hydro.com, e).

The relationship with Redd Barna is initially referred to as a collaboration. However, when closer describing the relationship, Hydro state that they support Redd Barna with no references to a collaboration. On the other hand, the relationship is referred to as a collaboration in a press release (www.hydro.com, g), and Redd Barna has listed Hydro as one of their main collaborators (www.reddbarna.no). Redd Barna also states that Hydro is one of their most important contributors and that they have supported Redd Barna since 1986 (www.reddbarna.no). Hydro does not directly express any expectations of compensation from

the support given to Redd Barna, however, the economic support given to the association is communicated to the public on both Redd Barna's and Hydro's webpages (www.reddbarna.no; www.hydro.com, c; g).

Discussion of communicated relationship forms

Nobels Fredssenter

When describing the relationship with Nobel Fredssenter, the company applies terms associated with all three stages in the Collaboration Continuum (Austin 2000a). The communication of this relationship includes the terms “sponsor”, “partnership” as well as “donation”. However, based on the available information this relationship appears to be located closer to the transactional stage. Hence, terms are applied unsystematically in the communication, and it does not correspond to the actual relationship form.

Amnesty International Norge

This relationship is exclusively referred to as a collaboration. Based on the available information concerning this relationship, it appears to be located close to the integrative stage. Hydro is offered more than just a commercial potential, which is the characterizing feature of a sponsorship-deal (Seitanidi and Ryan 2007). However, a comment from Amnesty's political advisor may indicate that is not located at far end of the Collaboration Continuum (Austin 2000a). According to a press release concerning the continuing of the collaboration, she states that “in such a collaboration it is important for us to be independent of the company” (www.hydro.com, f). This suggests that it may be located between the transactional and integrative stage, though closer to an integrative relationship.

Redd Barna

The communication of this relationship includes the terms “sponsorship” and “collaboration”. Based on the available information concerning the relationship between these two parties, it appears to resemble a philanthropic relationship. Consequently, the communication does not correspond to the actual relationship form.

NorgesGruppen

NorgesGruppen is Norway's largest trading house, with core operations within retail and wholesale (www.norgesgruppen.no, a).

NorgesGruppen somewhat links all of the three stages of the Collaboration Continuum together in their CCI communication. The company refers to their CCI activities as sponsoring and community support. The focus of these efforts are on well-established organizations that may support the company's values and strategies (www.norgesgruppen.no, b). They also refer to their strategy for sponsoring and community support beneath the headline "Our collaboration partners" (www.norgesgruppen.no, c).

Birkerbeiner arrangementene is listed below "Organizations we support", but NorgesGruppen is in fact one of the main sponsors. As mentioned above, the headline for where the company refers to this relationship is "Our collaboration partners". Another organization listed at the same page is Ungt Entreprenørskap. This is a national NPO interacting with the educational system and the business community in order to develop the creativity of children and young people (www.ue.no, a). The company is also listed as one of the main partners on Ungt Entreprenørskap Oslo's webpage (www.ue.no, b). According to NorgesGruppen, they wish to support institutions and efforts that promotes innovation and entrepreneurship, as these are important and necessary aspects of the grocery industry (www.norgesgruppen.no, d). When describing this relationship NorgesGruppen states that they offer economically support. Several of the company's employees also contribute as counsellors for the adolescence firms and as jury members at entrepreneur tradeshow.

Discussion of communicated relationship forms

The company refers to their strategy for sponsoring and community support beneath the headline "Our collaboration partners" (www.norgesgruppen.no, c). Such a headline is associated with relationships towards the integrative stage in the Collaboration Continuum (Austin 2000a); however, this section seems to cover collaborations, as well as sponsorships and donations. This illustrates the unsystematic use of different relationships terms in the CCI communication.

Birkebeiner arrangementene

The communication of this relationship is unsystematic. The headline ("Our collaboration partners") relates to the integrative stage in the Collaboration Continuum (Austin 2000a). The

subheading (“Organizations we support”) corresponds to the philanthropic stage. In the same description, the company also states to be the main sponsor of this event. Based on the available information, the relationship may be defined as a sponsorship. Thus, the communication does not correspond to the actual relationship form.

Ungt Entreprenørskap

When describing this relationship, NorgesGruppen states that the company offers economically support, implying a philanthropic relationship. When describing the efforts within this relationship, the communication gives associations to a relationship closer to the integrative stage. This is emphasised when looking at the webpage of Ungt Entreprenørskap Oslo, where NorgesGruppen is listed as one of their main partners (www.ue.no, b). It is difficult to define the actual relationship form based on the available information. However, the company applies terms related to the stages in Austin’s (2000a) Collaboration Continuum unsystematically. The communication is not consistent, in which it refers to both the philanthropic and integrative stage.

Storebrand

Storebrand is among the leading providers of long-term saving and insurance in the Nordic markets (www.storebrand.no, a). The company also provides pension for both private and corporate customers.

Storebrand communicates a competition called Du kan. This competition offers an opportunity to apply for economic support from Storebrand (www.storebrand.no, c). The competition focuses on two different target groups, enthusiasts (*ildsjeler*) and other projects (teams and associations) (www.storebrand.no, d). According to Storebrand, they want to support everyone who wish to put forth socially beneficial initiatives (www.storebrand.no, c). The receivers of Storebrand’s support are obligated to write 100-200 words concerning the project within one year, a document Storebrand is allowed to edit and make use of when communicating this competition (www.storebrand.no, d). A list of donations is found on their webpage, with information concerning the donated amounts and the purpose of these donations (www.storebrand.no, e).

Kreftforeningen in Norway has listed their collaboration partners on their own webpage (www.kreftforeningen.no). According to Kreftforeningen, Storebrand has been their main collaborator since 2008. According to the description of this relationship, the collaboration

involves advising both customers and employees on simple changes for a better lifestyle. Storebrand applies the term “collaboration”, and states that the focus of the relationship is “joint activities to benefit employees and customers/members of both organizations” (www.storebrand.no, g). According to Storebrand and Kreftforeningen, both organizations have participated in several activities and campaigns together, e.g. Krefttak mot kreft, Menn og kreft and Rosa sløyfe (www.kreftforeningen.no; www.storebrand.no, f). Storebrand also has a CRM campaign in relation with their cancer insurances¹⁸. This CRM campaign is referred to a collaboration agreement (www.storebrand.no, g). Collaborating with NPOs has been, according to Storebrand’s annual report in 2007, the mainstay of their sponsorship-strategy for several years (www.aarsrapport.storebrand.no).

Discussion of communicated relationship forms

Du kan

Storebrand appears to communicate this initiative according to the actual relationship form, a philanthropic relationship (resembling strategic philanthropy). Storebrand only communicates their efforts in relation to the specific competition, and it appears that the receivers of the donations do not have to reference to Storebrand.

Kreftforeningen

This relationship is communicated as a collaboration. It appears that this relationship involves more than just economical support and donations from Storebrand, where the focus is on “joint activities to benefit employees and customers/members of both organizations” (www.storebrand.no, g). The parties have initiated several campaigns and activities together, which characterizes a relationship closer to the integrative stage in Austin’s (2000a) Collaboration Continuum. The term “collaboration” seems to be the correct relationship term. Thus, the communication corresponds to the actual relationship form. However, the statement regarding collaborations being a part of their sponsorship-strategy may be a contradicting statement. Sponsorships are located at a preceding stage (transactional). Whether this relationship can be defined as a collaboration is difficult to conclude. Nevertheless, the communication appear inconsistent in terms of applying both “collaboration” and “sponsorship strategy” to define the same relationship.

¹⁸ It is unclear whether this CRM campaign is still ongoing

Reitangruppen

Reitangruppen consists of Rema 1000, Reitan Convenience, Uno-X Gruppen and Reitan Eiendom, constituting four different business areas (www.reitangruppen.no, a).

The company communicates a description of their CCI initiatives jointly by applying terms from all of the stages in Austin's (2000a) Collaboration Continuum. Reitangruppen claims to be supporting a number of large and small organizations, and at the same time states that all of their collaborations should be a win-win situation (www.reitangruppen.no, b). In the end, the company does, however, seem to separate the different relationships. They state that their CCI range from international collaborations with Røde Kors, environmental collaboration with Bellona and several local sponsorships concerning sport, culture and humanitarian efforts (www.reitangruppen.no, b).

Røde Kors does not appear to have any direct references to Reitangruppen, or any of the companies within Reitangruppen, on their list of collaboration partners (www.rodekors.no, d). However, a search on Røde Kors' webpage directs you to site where the relationship with Rema 1000 is described as a collaboration (www.rodekors.no, e). This description also refers to Rema 1000 as the main sponsor for Røde Kors' effort Besøktjenesten, and Rema 1000 state that this support is meant to increase Røde Kors' ability concerning humanitarian efforts. Reitangruppen does not exclusively refer to this relationship as a collaboration. The terms "sponsor", "support" and "contribution" are also applied in the description (www.reitangruppen.no, b, c; www.rodekors.no, e).

Reitangruppen (Reitan Convenience) is also involved with the organization MOT. According to MOT, the company has contributed with significantly economical support and increased awareness of MOT through campaigns and promotions on packaging (www.mot.no). Reitan Convenience is listed as one of MOT's main collaborators and Reitangruppen refer to this as a collaboration as well (www.reitangruppen.no, c). Reitan Servicehandel was awarded Sponsorprisen in 2009 for their work with MOT (www.reitangruppen.no, c) but there are no any references to sponsorships in the communication of this relationship.

The relationship with Osloenteret for fred og menneskerettigheter is also described as a collaboration (www.reitangruppen.no, c). Osloenteret does not have any references to Reitangruppen within their list of sponsors and partners, or in other parts of their webpage. However, Osloenteret lists Reitangruppen as one of their financial supporters in their annual

report from 2010 (www.oslocenter.no). In some articles concerning Oslosenteret and their financial support, the terms “sponsor” and “sponsorship deals” are commonly used (www.handelsbladet.no; www.dn.no, a, b, c). Furthermore, Handelsbladet refers to an article in Dagens Næringsliv where it says that Reitangruppen, among others, are sponsors of Oslosenteret (www.handelsbladet.no).

Discussion of communicated relationship forms

Røde Kors

It is difficult to determine the actual relationship form in Austin’s (2000a) Collaboration Continuum based on the available information. Nevertheless, the communication of the relationship seems to be inconsistent as terms from all the stages in the continuum are applied in the communication of this relationship (“sponsorship”, “support” and “contribution”, and “collaboration”).

MOT

The communication appears to deviate from the actual relationship form. Both parties refer to this as a collaboration but the available information indicates that this may be a sponsorship deal. As mentioned above, Reitan Servicehandel was awarded Sponsorprisen in 2009 for their work with MOT (www.reitangruppen.no, c) but there are no references to sponsorships of any kind in the description of this relationship. The communication appears unsystematically as terms related to philanthropic and integrative relationships are applied.

Oslosenteret

Reitangruppen’s webpage does not offer any information concerning what this relationship involves. Nevertheless, the communication appears unsystematically as terms related to different relationship forms are applied. Reitangruppen seemingly applies a stronger term, “collaboration”, on a relationship resembling a philanthropic stage (financial support) or a transactional relationship (sponsorship deal). The available information may indicate that this relationship is closer to the transactional relationship.

Total E&P Norge

Total E&P Norge¹⁹ is an oil company, and one of the largest actors on the Norwegian continental shelf (www.total.no, a).

According to Total, the company is a supporter of culture and science. They further claim to be a proud sponsor within these two fields, but refer to this as a form of community support (www.total.no, b). It appears that the terms “sponsoring” and “support” are used almost synonymously. What is also interesting is that in their English pages, the headline for where these activities are communicated is “Sponsor activities” (www.total.no, c). However, in the Norwegian pages concerning the exact same activities, the company refer to this as CSR efforts (www.total.no, b). This may indicate that the company perceives their sponsorship investments as a form of CSR.

The festival Barents Spektakel defines Total as one of their two main sponsors (www.barentsspektakel.no). International Chamber Music Festival in Stavanger also refers to Total as one of their main sponsors, where the company’s logo is visible at the bottom of the festival’s webpage (www.icmf.no). There is little information concerning what these relationships involve, but the common denominator seems to be characteristics of sponsorship. Total also refers to a relationship with MaiJazz, a Norwegian Jazz festival. This relationship is communicated as both a philanthropic and integrative relationship (www.total.no, e). The relationship is described beneath the headline “Jazzpartner”, and Total refer to the relationship as a collaboration. According to MaiJazz, Total is nonetheless their general sponsor (www.maijazz.no).

Discussion of communicated relationship forms

Barents Spektakel

Total’s webpages provide little information concerning what this relationship involves but Barents Spektakel refer to Total as one of their sponsors. Total communicates all of their involvement in culture exclusively as support, with no mentions of sponsorships in this particular page. Total’s communication does not correspond to the actual relationship form. The headline of the page implies a philanthropic relationship (“Supporter of culture and

¹⁹ Total E&P Norge is referred to as Total in the subsequent discussion

science”). Moreover, the communication appears inconsistent in terms of including terms related to philanthropic and transactional relationships.

International Chamber Music Festival

The International Chamber Music Festival in Stavanger refers to Total as one of their main sponsors. This relationship is communicated as a philanthropic relationship but the actual relationship form is related to the transactional stage (sponsorship). Hence, the communication differs from the actual relationship form.

MaiJazz

This relationship is communicated as both a philanthropic and integrative relationship (www.total.no, e). The company applies the headline “Jazzpartner” in this page, implying an integrative relationship. They also refer to the relationship using the term “collaboration”. According to MaiJazz, Total is nonetheless their general sponsor. Consequently, Total’s communication of this relationship is inconsistent and not related to the actual relationship form.

Norske Shell

Shell is among the leading energy companies in the world, and Shell in Norway²⁰ started up in 1912 (www.shell.no, a; b).

According to Shell, the company cooperate with teams and organizations every year as a part of their community support (www.shell.no, c). They further state that some of these organizations receive a one-time donation and other organizations are included in longer collaboration agreements (www.shell.no, c). In the section where this is communicated, it seems as if the company applies the same terms when defining all of their relationships: “collaborations” and “collaboration agreements”. On the same page, Shell refers to an online application where people can apply for sponsorship funds for projects, teams and organizations. According to the company, they desire long-term collaborations that go beyond simple sponsorship funding and logo exposure (www.shell.no, d). This economical support is also referred to as collaboration support (www.shell.no, e). However, the headline on the

²⁰ Norske Shell is referred to as Shell in the subsequent discussion

actual site, and the further description, indicates that the applicants only apply for economical support.

According to Shell's webpage, the company is sponsoring the Opera in Kristiansand (www.shell.no, c). There are no information concerning this sponsorship, other than Shell being the Opera's main sponsor. The headline in this specific page states that the company wishes to "Contribute to an active cultural life". On the Opera's own webpage, Shell is listed as one of their general sponsor (www.oik.no).

Discussion of communicated relationship forms

Sponsorships

Shell labels their sponsorship investments as "collaboration support". Shell's webpage lacks information concerning the organizations or projects that have received such economical support but it is unlikely that all of the receivers can be defined as collaboration partners. The available information may indicate that Shell applies the term "collaboration" on a relationship that resembles a sponsorship.

The Opera in Kristiansand

This relationship appears to be a transactional relationship (sponsorship). This is also the communicated relationship form. However, the headline relates to a philanthropic relationship where reads, "Contributing to an active cultural life". The communication primarily correlates with the actual relationship form.

Statkraft

Statkraft is the leading energy company in Norway and serves as Europe's largest producer of renewable energy (www.statkraft.no, a).

Statkraft communicates their sponsorships and collaborations within the same page. Within this page, Statkraft refers to their relationship with Norges Skiskytterforbund as a sponsorship (www.statkraft.no, b). However, Statkraft also claims to have cooperated with Norges Skiskytterforbund since 2006 in a news article on the company's webpage (www.statkraft.no, c). Norges Skiskytterforbund states that the company signed an agreement in 2007 making Statkraft the main sponsor (www.skiskyting.no). There are no references to a collaboration within this specific description.

Along with many of the other companies in this discussion, Statkraft also claims to have a collaboration with Røde Kors (www.statkraft.no, b). This correlates with Røde Kors' webpages, where Statkraft is listed as one of the collaborators (www.rodekors.no, d). According to press releases on both Røde Kors' and Statkraft's webpages, the collaboration agreement was signed in 2012 (www.statkraft.no, d; www.rodekors.no, h). In a press release the following year, Statkraft states to have donated one million NOK to Røde Kors' relief work in the Philippines (www.statkraft.no, e), where the relationship is referred to as a "collaboration agreement".

Discussion of communicated relationship forms

Norges Skiskytterforbund

The company communicates the relationship as a sponsorship and a collaboration. Based on the available information Statkraft may be defined as the main sponsor of Norges Skiskytterforbund. Even though the relationship involves the initiatives Team Statkraft and Statkraft Young Stars (focusing on young athletes), Statkraft's role seems to be characterized as that of a sponsor. Consequently, the communication seems to be inconsistent as the most frequently applied term is collaboration.

Røde Kors

Based on the available information it is difficult to conclude whether Statkraft's efforts should be defined as a collaboration or a form of strategic philanthropy. Still, the communication expresses both relationship forms and is thus unsystematic.

3.5 Discussion of Results

The collected data reveal that the term "collaboration" occurs frequently in the companies' communication. The results show that the companies apply the term "sponsorship" most frequently when communicating their relationships with professional sport. The terms "support" or "donation" are frequently applied when defining relationships within grassroots sports. This applies to relationships within the category of culture as well. Moreover, the companies' communicate relationships with NPOs with the term "collaboration". Table 3.1 on the following pages provides an overview of the results.

Table 3.1 Results of study 1

Relationships/activities	Relationship terms		
	Philanthropic <i>Support/contribution</i>	Transactional <i>Sponsorship</i>	Integrative <i>Collaboration</i>
Professional sports			
Masters Tennis Tournament (Statoil)	X	X	
Norges Fotballforbund (Statoil, Telenor, DNB)	X _D	X _{SO} X _{TE} X _D	X _{SO} X _{TE}
Norges Skiforbund - Alpint (Telenor, DNB)	X _D	X _D X _{TE}	
Norges Skiskytterforbund (DNB, Statkraft)	X _D	X _D X _{SK}	X _{SK}
Rosenborg (Telenor)		X	X
Vålerenga (Telenor)		X	X
Grassroots sports			
Birkebeiner arrangementene (NorgesGruppen)	X		X
Morgendagens helter (Statoil)	X	X	
Telenor Lekene (Telenor)	X		
Telenor Karusellen (Telenor)	X	X	X
Telenor Xtra (Telenor)	X	X	
Culture			
Barents Spektakel (Total)	X		
MaiJazz (Total)	X		X
Morgendagens helter (Statoil)	X	X	
Nobels Fredssenter (Hydro)		X	X

The Opera in Kristiansand (Shell)	X	X	
Stavanger Symfoniorkester (Statoil)			X

NPOs

Amnesty International Norge (Hydro)			X
Kreftforeningen (Storebrand)			X
MOT (Reitangruppen)	X		X
Oslosenteret (Reitangruppen)			X
Redd Barna (Hydro)	X		X
Røde Kors (Telenor, DNB, ExxonMobil Norge, Reitangruppen, Statkraft)	X _{TE} X _R X _{ST}	X _R	X _{TE} X _D X _E X _R X _{ST}
TV Aksjonen (DNB)			X
Ungt Entreprenørskap (NorgesGruppen)	X		X

Notes: The table provides an overview of the terms the companies apply in their communication of relationships within the categories professional sports, grassroots sports, culture and NPOs. X = the term is applied at least two times on the company's webpage. The companies' names are listed in parentheses behind the activity/organization. The subscripts refer to the following companies: SO = Statoil, TE = Telenor, D = DNB, E = Exxon, R = Reitangruppen, SK = Statkraft

Table 3.1 above provides an overview of the terms companies apply in their CCI communication. The companies apply the terms when communicating their relationships within the categories listed in the table, where the communication also includes the headlines on the company's webpages.

The results show that companies apply a combination of terms in their CCI communication. In other words, the companies combine terms related to all three stages in Austin's (2000a) Collaboration Continuum. The companies often apply the terms "collaboration", "support" or "contribution", and "sponsorship" when referring to one specific relationship. The companies' CCI communication appears inconsistent and unsystematic.

It is difficult to discuss whether the communicated relationship corresponds to the actual relationship. The interpretation of the available information regarding this aspect seems to

indicate that the communication does not correspond in many of the cases (Statoil, Telenor, DNB, Hydro, NorgesGruppen, Statkraft, Total, and Shell). The findings may indicate that this applies to relationships that are seemingly defined as sponsorships. The companies often apply the term “contribute” or “collaboration” when communicating these relationships. The proper term (“sponsorship”) also occurs in the communication but terms unrelated to the actual relationship form are applied frequently as well.

Applying the term “collaboration” to define a relationship within the transactional stage (sponsorship) may be a result of the companies’ perception of the relationship. The results indicate that companies (and their respective collaborators) often refer to sponsorship deals as “collaboration agreements”. It appears that when the company has been loyal to a sponsor object, the company appears to define the sponsored entity as a collaboration partner. This may result from the time span of the sponsorship deal, as long-term sponsorships may perhaps make the parties more inclined to perceive the relationship as a collaboration. Moreover, Austin and Seitanidi (2012a) state that different traits of a relationship may characterize a specific stage in Austin’s (2000a) Collaboration Continuum, whereas other aspects characterize another stage. This may indicate that the companies’ relationships could consist of a sponsorship deal and at the same time include aspects related to the integrative stage.

The results show that “support” or “contribution”, and “collaboration” are more preferred terms, compared to “sponsorship”. This also seems to occur when the actual relationship form is a sponsorship. Applying the terms “collaboration” or “support” may be a result of companies’ strategic motives, as one may assume consumers to respond more favourable to such term. However, it may also be a result of the companies’ perceptions of their participation in the relationship. When a company sponsors an activity or organization, the company does provide support for the sponsored object. In a collaboration, the parties also offer support to their respective partners.

The results of this study also reveal an interesting aspect related to companies’ choice of terms in their CCI communication. Many of the companies in this study communicate a relationship with Røde Kors, primarily defined as a collaboration. On Røde Kors’ webpage there is a description concerning what a collaboration with Røde Kors involves, and how Røde Kors define the different collaboration forms (www.rodekors.no, g). According to Røde Kors, a main collaborator supports one or more projects and the minimum length of this collaboration is three years. This description is somewhat defuse, as it does not define what the support will involve or the commitment expected from the collaboration partner. Pure

economical support to Røde Kors' causes are not defined as an integrative relationship but resembles a relationship closer to the philanthropic stage.

Nevertheless, Røde Kors express that there will be a focus on mutual competence transfer and that the collaboration will involve identifying and developing joint projects and activities for the particular company. Furthermore, that the main collaboration partner will have to identify with the organizations' seven principles, within humanity, volunteering, unity etc.

(www.rodekors.no, f). This description clearly relates to the characterization of an integrative relationship. Another type of collaboration is what Røde Kors' define as a project partner (www.rodekors.no, g). The description of what being a project partner involves may resemble a philanthropic relationship form, where the company can support and contribute to different projects and activities in Norway and abroad. In other words, it seems as if Røde Kors defines a relationship with a given company as a collaboration, regardless of the commitment and the actual relationship form. In turn, this may lead to companies defining themselves as a collaborator of Røde Kors even if they are essentially only contribution with economical support.

Part 4: Study 2

4.1 Introduction

The purpose of study 2 is to examine the effect of different relationship terms on consumers' evaluation of companies' relationships with sports, culture and NPOs. The basis of study 2 is an experiment conducted with a between-subjects design. The following sections presents the research model, hypotheses and methodology choices for study 2.

4.1.1 Research Model

Study 2 examines whether applying different communication strategies will influence consumers' evaluation of a company's relationship. The communication strategies included in this study relate to the different relationship forms in Austin's (2000a) Collaboration Continuum. This study examines the effects of partnership message, sponsorship message, and philanthropic message.

The terms companies' apply in their CCI communication may send different signals to the consumers related to the conceptual meaning of these terms (section 2.4). The definition of a partnership may signal mutuality between the collaborating partners and long-term commitment from both parties. According to Ellen et al. (2006), consumers perceive companies with a long term commitment to a cause as more genuine involved (section 2.2.1). This may in turn influence consumers' to perceive a relationship more favourably, when this is communicated as a partnership. Referring to study 1, companies most frequently apply terms related to partnerships in their CCI communication. This may indicate that companies expect this term to promote positive consumer evaluations.

Based on its conceptual meaning, the term sponsorship may signal a commercial aspect. Advertising may be sponsorships most valuable leveraging tool, which in turn may signal that sponsorships are related to marketing communication and increased sales (section 2.4). Consumer's perceptions of such objectives with not necessarily lead to negative consumer evaluations (section 2.3). Study 2 expects that the type of collaborator will moderate the effects of sponsorship message on consumer's evaluations of the company.

The conceptual meaning of philanthropy may signal altruism (section 2.4). Compared to sponsorships, previous research has found that philanthropy promotes more favourable consumer evaluations (section 2.2.1). Referring to study 1, terms related to philanthropy are also preferred (after partnership) by companies in their CCI communication. This might suggest that companies also expect a philanthropic message to promote favourable consumer evaluations.

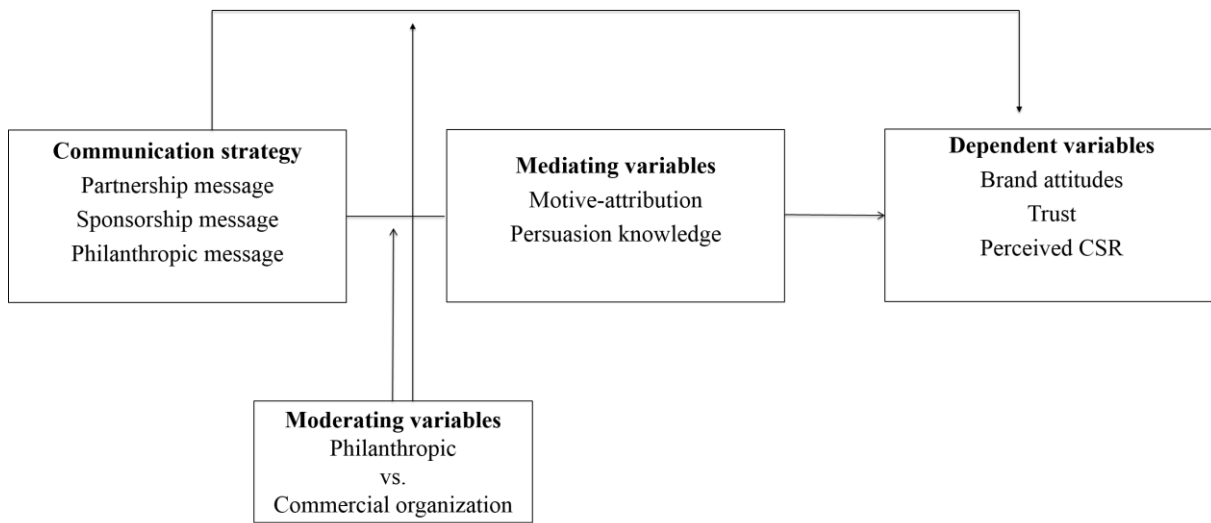
The research model (figure 4.2) underlying study 2 suggests that the type of collaborator (philanthropic or commercial) moderates the communication strategies' effects on the mediating, and dependent variables. As discussed in section 2.4, consumers may have a perception regarding consistency between the conceptual meaning of the terms and the type of collaborator. The conceptual meaning of a philanthropic collaborator relate to altruism (section 2.4). Consequently, consumers may perceive a philanthropic sponsor object as inconsistent with the conceptual meaning of sponsorships. In relation to the low-fit aspect in sponsorship research (section 2.2.2), this incongruity may lead to lower consumer evaluations. The term "donation" may lead to a reverse effect with a commercial collaborator, as consumers may perceive a commercial collaborator as inconsistent with this term.

The results of study 1 may indicate that companies also expect that there are differences in how consumers respond to various terms, in relation to the type of collaborator. Study 1 shows that companies communicate their relationships with grassroots sports differently from their relationships with professional sports. Grassroots sports may have a similar conceptual meaning to that of philanthropic collaborators, whereas professional sports may be defined as commercial organizations. Study 1 shows that the relationships with grassroots sports are communicated with philanthropic messages (“support” or “contribution”). On the other hand, companies communicate their relationships with professional sports with sponsorship messages (“sponsorship”).

Previous research has identified motive attribution as a factor determining consumers’ evaluation of CSR efforts (Ellen et al. 2006; Becker-Olsen et al. 2006). According to Becker-Olsen et al. (2006), consumers’ perception of companies’ motives in social initiatives is likely to influence consumers’ attitudes towards the company. Moreover, Kramer (1999, p. 571) propose that trust involves a “state of perceived vulnerability or risk that is derived from individuals’ uncertainty regarding the motives, intentions, and prospective actions of others whom they depend”. This may indicate that consumers’ motive attribution also plays a significant role in the development of consumers’ trust in the company.

Moreover, Keller’s (1999) implications of trust indicate that the level of scepticism, or persuasion knowledge, towards the company’s intentions regarding the CCI efforts also influences trust in the company. Hence, consumers’ persuasion knowledge may also play an important role in influencing consumers’ evaluation of the relationship. Campbell (1995) found that brand evaluations decline when consumers infer manipulative intent on company actions. According to previous sponsorship research, low fit may increase consumers’ level of cognitive elaboration of company motives (section 2.2.2). This may indicate that inconsistency between the conceptual meaning of the term and type of collaborator also increase consumers’ elaboration of the company’s motives. According to Becker-Olsen et al. (2006), increased consumer elaboration of company motives may promote the use of persuasion knowledge. The research model underlying study 2 propose consumers persuasion knowledge and motive attribution as mediating variables. Figure 4.1 below illustrates the general research model in study 2.

Figure 4.1 Research model



4.1.2 Hypotheses

Main effects of relationship terms

According to L'Etang (1994)²¹, companies' commitment to the cause may be a key factor when consumers judge whether the company is exploiting the cause or entities included in their CSR investments. Previous research indicates that consumers tend to view short-term commitments to a cause as strategically motivated as opposed to long-term commitments which is often perceived as more well-intentioned (Webb and Mohr 1998; Ellen et al. 2006). Furthermore, D'Astous and Bitz (1995) propose that continuous²² sponsorships may lead to more positive consumer evaluations, compared to one-shot sponsorships.

Benveniste and Piquet (1998)²³ suggest that continuous sponsorships are likely to have a higher impact on the public as it takes time to become a credible sponsor. According to D'Astous and Bitz (1995, p. 9), continuous sponsorships demonstrate loyalty and involvement, whereas one-shot sponsorships "may leave an impression of commercial opportunism among consumers". The aspect of commitment and time perspective is related to partnerships due to the conceptual meaning of such interactions. In turn, this may suggest that a partnership will lead to a more positive effect on the dependent variables because such a relationship form

²¹ Cited in Ellen et al. 2006, p. 151

²² In continuous sponsorships, the sponsors' investment is constant and the event occurs regularly (D'Astous and Bitz 1995).

²³ Cited in D'Astous and Bitz (1995), p. 9

presumably signal commitment and a long time perspective. Successful partnerships are associated with a high level of commitment (Mohr and Spekman 1994), due to the complexity of such a relationship form (Austin and Seitanidi 2012a).

The level of perceived altruistic motives and persuasion knowledge may influence the effect of partnership message on consumer evaluations. Forehand and Grier (2003) suggest that any aspects that lead to increased consumer scepticism concerning companies' motives are likely to promote relatively less positive reactions. The conceptual meaning of partnership, presumably signalling a genuine commitment from the company, may thus promote higher levels of perceived altruistic motives and lower levels of persuasion knowledge. In turn, a partnership message may promote favourable consumer evaluations of the relationship.

Lii and Lee (2012) and Lii et al. (2013) found that consumers view philanthropic pursuits more favourable compared to sponsorships (and CRM campaigns). Philanthropy is perhaps the most effective CSR initiative in terms of minimizing consumers' suspicion due to its unconditional nature (Bae and Cameron 2006). Compared to philanthropy, sponsorships may cause consumers' suspicion of a company's motive because of its link to marketing (Lii and Lee 2012). This may indicate that a philanthropic message will receive more favourably evaluations, compared to a sponsorship message. It is likely that conceptual definition of sponsorships may promote the term "sponsorship" to signal the commercial aspects of such investments, whereas philanthropy presumably signal altruism. Compared to sponsorships, the philanthropic message may therefore lead to higher perceived altruistic motives.

Based on the discussion above, the following hypotheses are proposed:

H1: *The term "partnership" generates higher levels of a) brand attitudes, b) trust, and c) perceived CSR, compared to the term "sponsorship".*

H2: *The term "partnership" generates higher levels of a) brand attitudes, b) trust, and c) perceived CSR, compared to the term "donation".*

H3: *The effects postulated in H1a-c are mediated through a) persuasion knowledge, and b) perceived altruistic motives.*

H4: *The effects postulated in H2a-c are mediated through a) persuasion knowledge, and b) perceived altruistic motives.*

H5: *The term “donation” generates higher levels of a) brand attitudes, b) trust, and c) perceived CSR, compared to the term “sponsorship”.*

H6: *Altruistic motives mediate the effects postulated in H5.*

Moderating effects of type of collaborator

Sponsorships have become a common marketing tool for many companies. It is quite clear that sponsorship deals are part of companies' marketing strategy as they are often communicated through traditional advertising. Advertising is often sponsorships most valuable leveraging tool (Cornwell et al. 2005). Consumers are therefore likely to be aware of the strategic objectives of a sponsorship. Due to the definition of sponsorships, one may assume that a philanthropic sponsorship are inconsistent with the conceptual meaning of sponsorships. As discussed in section 2.4, this inconsistency may promote consumers to elaborate more on company motives. Consumers' may perceive that the companies' try to “conceal” their commercial motives by including social causes in their sponsorships. The opposite may be the case with philanthropic messages, in which a commercial collaborator is inconsistent with the conceptual meaning of philanthropy.

The level of persuasion knowledge may influence the effects of a commercial sponsorship on trust. Referring to the previous discussion regarding the conceptual meaning of sponsorships and commercial collaborators, consumers may perceive a commercial collaborator as consistent with sponsorships. On the other hand, consumers may perceive inconsistency between a philanthropic collaborator and sponsorships. Lower levels of consistency may promote consumers to elaborate more on the company's motives, thereby influencing consumers to make use of persuasion knowledge (section 2.3).

Perceived altruistic motives may influence the effects of a philanthropic message with a philanthropic collaborator. Altruistic motives measure the extent to which consumers' perceive the company's motives for CCI efforts as related to selflessness or supporting a good cause. Hence, the level of altruistic motives is likely to influence the level of perceived CSR. As previously mentioned, Kramer's (1999) definition of trust entails uncertainty concerning other peoples' motives. This indicates that communicating relationships with a philanthropic collaborator with a philanthropic message may influence the level of trust, through altruistic motives.

Based on the discussion above, the following hypotheses are proposed:

H7: *The term “sponsorship” generates higher levels of trust in the company, when the collaborator is philanthropic, rather than commercial.*

H8: *Persuasion knowledge mediates the effects postulated in H7.*

H9: *The term “donation” generates higher levels of a) trust, and b) perceived CSR, when the collaborator is philanthropic, rather than commercial.*

H10: *The effects postulated in H9 are mediated through altruistic motives.*

4.2 Methodology

The purpose of study 2 is to examine how communicated relationship form influences consumers' evaluation of companies' relationships with sports, culture and NPOs. The study examines the effect of different communication strategies on the dependent variables (brand attitude, trust and perceived CSR) and the mediating variables (motive attribution and persuasion knowledge).

The basis of this study is an experiment inspired by the simulated press release paradigm initially introduced by Johan and Pham (1999). In this paradigm, fictitious sponsorships were described through simulated press releases manipulating certain elements of interests. The experiment in study 2 expose the respondents to fictitious press releases, in which I manipulated the type of collaborator to denote either a philanthropic or a commercial nature.

4.2.1 Stimuli Development

To test the hypotheses, a fictional company and two collaborators were developed to avoid including the respondents prior attitudes and opinions. The company developed for this thesis was a telecommunication company from Belgium (TelComm). The collaborators were a non-profit organization (Hart) and a Belgium volleyball team (Namur), respectively representing a philanthropic or a commercial collaborator. The telecommunication industry was chosen, as

this might be perceived as a neutral industry. Compared to the oil industry for instance, telecommunication may be less susceptible to negative consumer thoughts because the telecommunication industry is likely perceived as less socially stigmatized. Furthermore, Belgium companies and organizations will likely have a low awareness for the Norwegian respondents, which makes the fictitious information more credible.

The variable “type of collaborator” was not pretested. This was deemed unnecessary as the manipulation was based on intrinsic features (O’Keefe 1997). The description of the collaborators clearly illustrates the philanthropic or commercial nature. Namur was described as a professional volleyball club, whereas Harts’ description included the term non-profit organization.

Six different stimuli were developed for this experiment. Each stimulus represents a communication strategy inspired by the Collaboration Continuum Austin (2000a), in terms of a fictitious press release. The collaborator was manipulated to study the proposed moderating effect of the type of collaborator (philanthropic vs commercial collaborator). The press releases consisted of a short description of the relationship, focusing on defining the relationship form without any aspects denoting any underlying motive or objectives. The term *donation* represents the philanthropic message, whereas the terms “*sponsorship deal*” and “*collaboration agreement*” respectively refer to the sponsorship and the partnership message (figure 4.1). All other information was held constant across the conditions. Appendix C illustrates the description of TelComm, Namur and Hart. The six press releases are listed in appendix D.

4.2.2 Research Design and Procedure

A 3 (communication strategies: partnership, sponsorship, and donation) x 2 (philanthropic vs. commercial collaborator) experimental design was conducted in order to test the hypotheses. The respondents were randomly assigned to six experimental groups, constituting a total response rate of 239. The experiment was conducted with a between-groups design, where the subjects were only exposed to one of the six press releases. This design made it possible to examine whether there were significant differences between the conditions on the dependent variables.

After an introduction to the study, the respondents were introduced to a fictional telecommunication company (TelComm) and a fictional collaborator (either Hart or Namur). The information concerning the collaborator focused on describing the nature of the organization (commercial or philanthropic). Hart was described as a non-profit organization working to fight poverty, providing water and building schools in developing countries. Namur was described as a successful volleyball team from Belgium.

The respondents were exposed to a short press release linked to the collaborator they were introduced to. The respondents were then asked to answer several questions regarding the fictitious company and the information they were provided. The respondents were given identical questionnaires (in Norwegian), regardless of which of the press releases they were exposed to. The data were collected using an online questionnaire (Qualtrics), which were distributed through an anonymous link on Facebook and through email. Appendix E present the questionnaire from study 2.

The experiment is a laboratory experiment, in terms of artificially produced conditions. This offers greater control compared to a field experiment, as it allows isolating effects of the stimuli. This increases the internal validity of the research (Saunders, Lewis, and Thornhill 2012). However, such an experiment may reduce the external validity of the research. This refers to generalization, or the extent to which the results are transferable to other situations. It is likely that factors not included in the study play an important role in consumers' response to CCI communication.

4.2.3 Measurements

This section presents the scales applied in measuring the dependent, mediating and control variables. The variables included are established variables applied in sponsorship and CSR research. Some of the scales were modified for the purpose of this study.

The conceptual model suggests three dependent variables (brand attitudes, trust and perceived CSR) and two mediating variables (motive attribution and persuasion knowledge). Perceived fit and importance of fit, and object involvement are included as control variables in this study, as previous sponsorship research has established the influence of perceived fit and object involvement on consumers' evaluation (Meenaghan 2001; Speed and Thompson 2000). The demographic variables gender, age and occupation are also included as control variables.

Dependent variables

Brand attitudes. Consumers' attitudes toward the brand was measured with a four-item semantic differential scale. The respondents were asked to rank bipolar adjectives on a 7-point scale. The scale was anchored at bad/good, negative/positive, unfavourable/favourable and difficult to like/easy to like (Muehling and Lacznia 1988; Mitchell and Olson 1981).

Trust. Gabarro (1978)²⁴ define trust as “the extent to which one person can expect predictability in the other's behavior in terms of what is 'normally' expected of a person acting in good faith” A 7-point Likert scale measured company trust. The three items applied in the measure were subtracted from Erdem and Swait (1998, 2004) The respondents were asked to rank three statements that reflected whether they believe they could trust the company and if the company is likely to keep its promises.

Perceived CSR. This variable measures the extent to which the company is perceived as being socially responsible. Perceived CSR was measured with a two-item 7-point Likert scale, inspired by Lichtenstein, Drumwright, and Braig (2004). The respondents were asked to rank two statements, asking whether TelComm seems socially responsible and whether they believe the company contributes more to society compared to other companies in the telecom industry.

Mediating variables

Motive attribution. Motive attribution was measured using a six-item, 7-point Likert scale. The items included were adopted from Rifon et al. (2004), slightly modified for the purpose of this study. Three items were related to a commercial motive attribution and the remaining three denoted an altruistic motive attribution. The statements related to commercial motives reflected common strategic objectives of creating desirable associations, increasing brand awareness and enhance brand image. Statements concerning altruistic motive attribution reflected a genuine concern for the organization, contributing to a good cause and selflessness.

Persuasion knowledge. A two-item 7-point Likert scale measured persuasion knowledge. The respondents were asked to indicate their level of agreement with two statements. The two statements reflected the extent to which TelComm appear to be manipulating the impression

²⁴ Cited in Mayer, Davis, and Schoorman (1995), p. 714

of the company and the scepticism towards the companies underlying motives (Campbell 1995).

Control variables

Demographic variables. The heterogeneous sample following the distribution technique of the questionnaire, made it necessary to include age, gender and occupation (student, employed or unemployed) as demographic variables.

Object involvement. The study includes two types of collaborators, presumably eliciting different levels of consumer involvement. Consequently, object involvement was included as a control variable. This variable measured the attitude towards the collaborator presented in the press release. Attitude towards collaborator was measured using a two-item, 7-point Likert scale. The respondents were asked to indicate their level of agreement with the following statements: 1) “This organization are involved in things that are important to me”, 2) “This sort of organization means a lot to me”. The scale was inspired by Speed and Thompson (2000)’s measure of personal liking for an event.

Perceived fit. Previous research has established perceived fit as an important variable for evaluation of sponsorships. Consequently, this variable was included to control for differences in perceived fit between the collaborators and the company. Perceived fit was measured using a four-item, 7-point Likert scale. The respondents were asked to indicate their agreement with statements concerning a general notion of fit, an approach adopted from Speed and Thompson (2000). The following statements were included in the questionnaire: 1) “TelComm and the organization goes well together”, 2) “It is a logical connection between TelComm and the organization”, 3) “It is naturally for me that TelComm has a relation with this organization”, 4) “The image of TelComm and the organization is similar”.

Importance of perceived fit. This additional measurement was included as it was considered important to control for differences in this variable. Importance of perceived fit was measured with 1-item 7-point Likert scale. The respondents were asked to indicate their level of agreement to the following statement: “I believe it is important that there is logical connection between the company and organization in such a relationship”.

4.3 Data Analysis and Results

This section presents the methods used in the data analysis and the results of the collected data.

Main effects

A series of independent samples t-tests were conducted to test the main effects of communicated relationship form and type of collaborator. Table 4.2 present the results of the independent samples t-tests. ANCOVA was used to control for covariates in order to assess the control variables in the experiment.

Moderating effects of type of collaborator

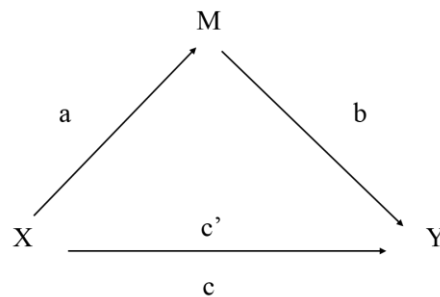
The interaction effects were also tested using a series of independent samples t-tests. The six different conditions were compared with each other to examine the effects on the respondents' evaluation of the relationship. Table 4.3 presents the results of the independent samples t-tests.

Mediating effects

In order to determine the proposed indirect effects associated with the two mediators, a simple mediation analysis was conducted using the SPSS macro developed by Preacher and Hayes (2008). The two mediating variables proposed in figure 4.1 (motive attribution and persuasion knowledge) were analysed by separate hypotheses. The results from the bootstrapping procedure are presented in table 4.4.

Figure 4.2 illustrates how Preacher and Hayes (2008) explain simple mediation. The figure demonstrates how (X) indirectly affect (Y) through a mediator (M). Path a in the figure represents the direct effect of (X) on (M), whereas path b represents the mediator's effect on (Y), eliminating the effect of (X). Path c' represents the total effect of (X) on (Y) when controlling for the effect of (M). The total effect of (X) on (Y) is the sum of both the direct and the indirect effect: $c = c' + a$.

Figure 4.2 Simple mediation



Source: Preacher and Hayes (2008)

4.3.1 Factor Analysis and Reliability Check

A factor analysis (principal component) with oblimin rotation was performed to examine the items intended to measure the variables included in the research model (figure 4.1).

Prior to performing principal components analysis, the suitability of the data for factor analysis was assessed. The final factor analysis (table 4.1) includes coefficients of .4 and above, which are considered significant as the sample size was above 200 ($N = 239$) (Hair et al. 2006). The Kaizer-Meyer-Olkin value was .82, exceeding the recommended value of .6 and Bartlett's Test of Sphericity reached statistical significance, supporting the factorability of the correlation matrix.

The factor analysis is presented in table 4.1, on the following page.

Table 4.1 Factor loadings and Cronbach's α

Items	Factor 1	Factor 2	Factor 3	Factor 4	Factor 5	Factor 6	Cronbach's α
	Brand attitude	Trust	Altruistic motives	Commercial motives	Persuasion knowledge	Fit	
Good	.929						
Positive	.885						
Favourable	.893						
Easy to like	.860						.922
Trust		.740					
True		.875					
Keep promises		.811					.865
Gives back			-.468				
Contributes more			-.551				.780
Unselfish reasons			-.650				
Support cause			-.813				
Genuine concern			-.812				.816
Improve image				.849			
Build associations				.907			
Brand awareness				.589			.655
Manipulating					.914		
Scepticism					.894		.797
Good fit						-.732	
Logical connection						-.875	
Natural						-.825	
Similar image						-.831	.874

Notes: The table reports results from the principal components analysis, with oblimin rotation. Factor loadings below .40 were suppressed. Bold = cross loading. Including object involvement reveal cross loadings between items measuring CSR, trust and altruistic motives, and between trust and object involvement.

High loadings on a predicted factor indicate convergent validity, which implies that the items are highly correlated with each other. Hair et al. (2006) suggest that loadings above .60 are considered “high”. The results show that only 3 items have loadings below .60, which suggests adequate convergent validity of the scales.

The factor analysis reveals cross loadings between items measuring perceived CSR and altruistic motives. The variables are maintained as separate measurements in the subsequent analysis as they are based on already established scales (Singh 1991).

Cronbach's alpha (α) was used to assess the reliability of the scale items. Cronbach's α values for the extracted factors show that only altruistic motives receive a value just below the generally accepted value of $\alpha = .70$ ($\alpha = .655$). The remaining factors show good reliability.

4.3.2 Test of Assumptions

The hypotheses were tested using a series of independent samples t-tests and simple mediation analyses. The general assumptions of independence of observations, normal distribution and homogeneity of variance must then be met (Pallant 2013).

Independence of observations

The respondents were randomly assigned to six different experimental groups, thereby avoiding the threat of dependence between the groups. Moreover, the questionnaire settings secure that respondents could only access the link the once.

Normal distribution

Skewness and kurtosis values below $|1|$ indicate normality of distribution. The descriptive statistics of the sample show that commercial motives have a kurtosis value above the critical level (1.419), which indicates a peaked distribution clustered in the centre of the scale. A high kurtosis value signifies a risk of underestimating the variance. According to Pallant (2013), a large enough sample size will reduce the violation of this assumption. The remaining variables show skewness and kurtosis values below the critical value of 1, and are seemingly normally distributed. Descriptive statistics for normal distribution are shown in Appendix F (table F.1).

Homogeneity of variance

Levene's test for equality of variances test the homogeneity of variance between groups. A significance level above .05 indicates homogeneity of variance (Pallant 2013). The results verify the equality of variances in the sample ($p > .05$). Appendix (F.2) show the results from the Levene's test (table F.2).

4.3.3 Hypotheses Testing

Main effects of communicated relationship form

H1-H2 and H5 postulated the main effects of communicated relationship form. Table 4.2 below present the results from the independent samples t-tests

Table 4.2: Main effects of communicated relationship form

	Brand attitude	Trust	CSR	Altruistic motives	Commercial motives	PK
Partnership	5.0 (1.02)	4.2 (1.08)	4.4 (1.21)	3.4 ^a (1.25)	6.0 (.82)	3.98 (1.37)
Sponsorship	5.0 (.88)	4.3 (1.10)	4.5 (1.15)	3.6 ^b (1.25)	6.1 (.82)	4.0 (1.38)
Donation	5.2 (.99)	4.5 (1.11)	4.7 (1.06)	4.1 ^{ab} (1.26)	6.1 (.79)	3.86 (1.26)

Notes: The table reports mean scores and standard deviation (in parentheses). Mean scores with same alphabetical superscripts are significantly different from each other.

^a Difference between partnership and donation on altruistic motive attribution is significant at the 5%-level

^b Difference between sponsorship and donation on altruistic motive attribution is significant at the 5%-level

H1-H2 suggest that the term “partnership” leads to a more positive effect on the dependent variables compared to the terms “sponsorship” and “donation”. The results from the independent samples t-tests show that there are no significant differences between the three different relationship terms in brand attitude, trust or CSR (table 4.2). P-values for all variables were greater than .05 in both of the comparisons. Consequently, H1a-c and H2a-c are rejected.

H5 proposed that the term “donation” has a more positive effect on the dependent variables compared to the term “sponsorships”. The results from the independent samples t-test show that there are no significant differences in brand attitude, trust or CSR ($p > .05$). Thus, H5a-c are rejected.

Moderating effects of type of collaborator

H7 and H9 postulated the moderating effects of the type of collaborator. Table 4.3 below presents the results from the independent samples t-tests.

Table 4.3 Moderating effects of type of collaborator

	Brand attitude	Trust	CSR	Altruistic motives	Commercial motives	PK
Commercial partnership	4.9 (.88)	4.3 (1.14)	4.1 ^{cd} (1.23)	2.9 ^{efghi} (1.11)	6.1 (.69)	3.9 (1.37)
Commercial sponsorship	4.9 (.88)	4.6 ^{ab} (.91)	4.3 (1.13)	3.6 ^{ej} (1.25)	6.0 (.96)	3.5 ^{kl} (1.18)
Commercial donation	5.2 (1.05)	4.5 (.96)	4.6 (1.11)	3.9 ^f (1.35)	6.0 (.87)	3.5 ^m (1.37)
Philanthropic partnership	5.0 (1.15)	4.0 ^a (1.02)	4.7 ^c (1.13)	3.9 ^g (1.16)	5.8 ⁱ (.91)	4.0 (1.38)
Philanthropic sponsorship	5.1 (.89)	3.9 ^b (1.67)	4.5 (1.17)	3.7 ^{hk} (1.26)	6.1 (.65)	4.4 ^{km} (1.42)
Philanthropic donation	5.2 (.94)	4.4 (1.27)	4.8 ^d (1.00)	4.2 ^{ijk} (1.1)	6.2 ^j (.69)	4.2 ^l (1.03)

Notes: The table reports mean scores and standard deviation (in parentheses). Mean scores with same alphabetical superscripts are significantly different from each other.

^a Difference between commercial sponsorship and philanthropic partnership on trust is significant at the 5%-level

^b Difference between commercial sponsorship and philanthropic sponsorship on trust is significant at the 5%-level

^c Difference between commercial partnership and philanthropic partnership on CSR is significant at the 5%-level

^d Difference between commercial partnership and philanthropic donation on CSR is significant at the 5%-level

^e Difference between commercial partnership and commercial sponsoring on altruistic motive attribution is significant at the 5%-level

^f Difference between commercial partnership and commercial donation on altruistic motive attribution is significant at the 5%-level

^g Difference between commercial partnership and philanthropic partnership on altruistic motive attribution is significant at the 5%-level

^h Difference between commercial partnership and philanthropic sponsoring on altruistic motive attribution is significant at the 5%-level

ⁱ Difference between commercial partnership and philanthropic donation on altruistic motive attribution is significant at the 5%-level

^j Difference between altruistic partnership and philanthropic donation on commercial motive attribution is significant at the 5%-level

^k Difference between commercial sponsoring and philanthropic sponsoring on persuasion knowledge is significant at the 5% - level

^l Difference between commercial sponsoring and philanthropic donation on persuasion knowledge is significant at the 5%- level

^m Difference between commercial donation and philanthropic sponsoring on persuasion knowledge is significant at the 5% - level

H7 suggest that the term “sponsorship” generates higher levels of trust in the company, when the collaborator is commercial rather than philanthropic. The results reveal that there is a significant difference in trust, in favour of commercial sponsoring ($p = .009$). H4 is accepted.

H9 proposed that the term “donation” generates higher trust and perceived CSR, when the collaborator is philanthropic rather than commercial. The results from the independent samples t-test show that there are no significant differences between commercial and philanthropic donations on trust ($p = .714$) or perceived CSR ($p = .358$). Consequently, H5a and H5b are rejected.

Mediating effects

H3a-b, H4a-b, H6, H8 and H10 postulate the mediating effects. Table 4.4 below show the results from the bootstrapping analysis.

Table 4.4 Indirect effects, results from bootstrapping procedure

	<i>BCa 95% CI</i>		
	<i>SE</i>	<i>LL</i>	<i>UL</i>
H3a: Impact of partnership message on brand attitudes via PK	.0219	-.0375	.0628
H3a: Impact of partnership message on trust via PK	.0491	-.1102	.0958
H3a: Impact of partnership message on CSR via PK	.0337	-.0673	.0770
H3b: Impact of partnership message on brand attitudes via alt. motives	.0415	-.0433	.1293

H3b: Impact of partnership message on trust via alt.motives	.0556	-.0434	.1843
H3b: Impact of partnership message on CSR via alt.motives	.0851	-.0784	.2746
H4a: Impact of partnership message on brand attitudes via PK	.0271	-.0177	.1152
H4a: Impact of partnership message on trust via PK	.0221	-.0157	.0787
H4a: Impact of partnership message on CSR via PK	.0276	-.0200	.1051
H4b: Impact of partnership message on brand attitudes via alt. motives	.0607	.0427	.3003
H4b: Impact of partnership message on trust via alt.motives	.0827	.0689	.4065
H4b: Impact of partnership message on CSR via alt.motives	.0988	.0799	.4680
H6: Impact of philanthropic message on brand attitudes via alt.motives	.0477	-.0044	.1843
H6: Impact of philanthropic message on trust via alt.motives	.0831	-.0146	.3269
H6: Impact of philanthropic message on CSR via alt.motives	.0904	-.0370	.3189
H8: Impact of sponsorship message on trust via PK	.1215	-.4813	-.0063
H10: Impact of philanthropic message on trust via alt.motives	.1342	-.2148	.3316
H10: Impact of philanthropic message on CSR alt.motives	.1217	-.2052	.3118

Notes: BC = biased corrected, CI = confidence interval; LL = lower limit, UL = upper limit, SE = standard error. The bold confidence intervals represent significant mediation (indicated by the exclusion of zero).

H3a proposed that the differences between the terms “partnership” and “sponsorship” in the dependent variables are mediated by persuasion knowledge. Compared to the term “sponsorship”, “partnership” did not lead to significantly higher persuasion knowledge. Consequently, H3a is rejected. H3b suggested that the differences between the terms “partnership” and “sponsorship” in the dependent variables are mediated by perceived altruistic motives. The results from the bootstrapping analysis show that perceived altruistic

motives is not a significant mediator of these effects (zero was included in the confidence intervals). In comparison with the term “sponsorship”, the term “partnership” did not lead to significantly higher altruistic motives (table 4.2). Hence, H3b is also rejected.

H4a suggested that the differences between the terms “partnership” and “donation” in the dependent variables are mediated by persuasion knowledge. The results from the bootstrapping analysis show that persuasion knowledge is not a significant mediator of these effects (zero was included in the confidence intervals). H4a is thus rejected. H4b propose that the differences between the terms “partnership” and “donation” in the dependent variables are mediated by altruistic motives. The results presented in table 4.4 show that perceived altruistic motives significantly mediates these effects. Compared to the term “donation”, “partnership” has a significant lower score in altruistic motives (table 4.2). H4b is accepted.

H6 suggested that the differences between the terms “donation” and “sponsorship” in the dependent variables are mediated by altruistic motives. The results from the bootstrapping analysis show that the term “donation” did not lead to higher perceived altruistic motives, compared to the term “sponsorship”. Altruistic motives is not a significant mediator of these effects. Consequently, H6 is rejected.

H8 proposed that persuasion knowledge serves as a mediator on the effect of the term “sponsorship” on trust. Results from the bootstrapping analysis show that persuasion knowledge is a significant mediator of this effect ($p = .001$, $CI\ 95\% = \{-.5566, -.0109\}$). The results presented in table 4.3 show that commercial sponsorship has a significant lower score in persuasion knowledge, compared to philanthropic sponsorship. Thus, H12 is accepted.

H10 suggest perceived altruistic motives mediates the effects of the term “donation” on trust, and perceived CSR. The results from the bootstrapping analysis show that philanthropic message with a philanthropic collaborator did not lead to higher perceived altruistic motives, compared to philanthropy with a commercial collaborator. Philanthropy with a philanthropic collaborator had no indirect effects on trust ($p = .621$, $CI\ 95\% = \{-.2148, .3316\}$) or CSR ($p = .621$, $CI\ 95\% = \{-.2052, .3118\}$). Consequently, H10 is rejected.

Control variables

Level of object involvement, perceived fit, importance of fit, and the demographic variables age, gender and occupation were included as control variables in this study.

A univariate analysis of covariance (ANCOVA) was conducted to test the impact of the control variables. The results show that controlling for gender removes the significant effect of commercial sponsorship on trust (H7). Further results show that controlling for the remaining control variables did not lead to any differences in the significant results.

4.4 Discussion of Results

Study 2 reveals that communicated relationship form and the type of collaborator influence consumers' evaluation of the relationship. The effect of relationship terms depends entirely on the type of collaborator. The results show that there are no main effects of the different relationship terms, besides altruistic motives (table 4.2). However, there are several significant differences between the commercial and the philanthropic collaborator (table 4.3).

The results show that the term “sponsorship” generates higher levels of trust in the company, when the collaborator is commercial rather than philanthropic (H7). It is likely that consumers perceive the company to be more honest about their strategic objectives within a commercial sponsorship, because the conceptual meaning of the term “sponsorship” and commercial collaborators are most likely associated with commercial aspects. According to previous research in the CSR domain (e.g. Ellen et al. 2006; Forehand and Grier 2003), consumers do not automatically respond negatively to CSR efforts when companies' motivations are perceived in relation to common business objectives. As discussed in section 2.3, negative consumer responses presumably correspond with consumers' scepticism towards companies' ulterior motives. Philanthropic sponsorships promote a sense of underlying motives or manipulation (as measured by significantly higher persuasion knowledge), which in turn lower consumers' trust in the company (table 4.3).

Additionally, the term “sponsorship” and a commercial collaborator may be perceived with a higher level of relatedness or consistency, compared to “sponsorship” and a philanthropic collaborator. According to Mandler (1982)²⁵, low in itself is negatively valued, and may generate negative consumer thoughts (Becker-Olsen et al. 2006). This may perhaps relate to the inconsistency between the philanthropic collaborator and the term “sponsorship”.

Incongruity increases the consumers' elaboration on company motives, which in turn increases consumers' use of persuasion knowledge (section 2.3). The further results of study 2

²⁵ Cited in Simmons and Becker-Olsen (2006), p. 156

show that persuasion knowledge significantly mediates effect of commercial sponsorship on trust, in which the commercial sponsorship also leads to significantly lower persuasion knowledge (H8).

The partnership message was assumed to promote higher levels of brand attitude, trust and perceived CSR compared with both sponsorship and philanthropy. The reasoning behind this postulated effect relates to the conceptual meaning of a partnership, in which they may signal high commitment and mutuality between the company and the collaborator. Ellen et al. (2006) found that companies' commitment to a cause lead to more favourable consumer evaluations. The results show that there were no significant differences in the dependent variables, when comparing partnership and sponsorship, or partnership and philanthropy. The stimuli applied in study 2 may be a factor influencing these results. The conditions referring to the partnership messages (commercial and philanthropic partnerships) did not provide any information regarding the company's commitment to the partnership. The stimuli did not mention anything about the time span of the partnership, the amount of resources invested, the activities carried out in the relationship, or other aspects related to level of commitment. It is possible that the conceptual meaning of the term "partnership" is not an adequately established signal of commitment, when these aspects are not included in the communication. Moreover, the results show that the difference between a partnership message and a philanthropic message can be explained by perceived altruistic motives (H4b). The philanthropic message lead to significant lower altruistic motives, compared to the partnership message (table 4.2). In other words, consumers perceive the company to be more selfless and genuinely concerned about the collaborator in philanthropy, compared to partnerships.

Lii et al. (2013) found that philanthropic efforts had stronger influence on consumers' evaluations compared to sponsorships, a finding that was not supported by this study. There were no significant differences in brand attitudes, trust, or perceived CSR when comparing the terms "donation" and "sponsorship" (H5). The results show that there were no significant differences in the brand attitude scores in any of the six conditions. This is likely to be a result caused by including a fictitious company in the experiment. The respondents were not familiar with the company, which presumably lead to neutral responses in terms of brand attitudes.

In sum, study 2 shows that the effects of relationship forms on consumers' evaluation of the relationship depend entirely on the type of collaborator. In other words, the effects of the relationship terms are determined according to whether the collaborator is of a commercial or philanthropic nature.

Part 5: Conclusion and Future Research

The following sections provide the conclusion of this thesis, followed by a discussion of limitations and recommendations for future research. Study 1 and 2 are discussed separately within the following sections.

5.1 Conclusion and Implications

Study 1

The purpose of study 1 relates to research question 1, as defined in the introduction part of the thesis:

RQ1: *What terms do the largest companies' in Norway apply when communicating their corporate community involvement (CCI)?*

The results of study 1 show that the companies apply the term "sponsorship" most frequently when communicating their relationships with professional sport. Within the grassroots sports, the companies apply the terms "support" or "donation" frequently. This applies to relationships within the category of culture as well. Moreover, the companies' communicate relationships with NPOs with the term "collaboration".

Study 1 also shows that the companies' CCI communication appear inconsistent. Companies often apply a combination of terms in their CCI communication. In other words, the companies combine terms related to all the stages in Austin's (2000a) Collaboration Continuum. The companies often apply the terms "collaboration", "support" or "contribution", and "sponsorship" in the same communication .

Study 2

Study 2 intends to answer the research questions, RQ2, 1 and RQ2, 2, as defined in the introduction part of the thesis:

RQ2, 1: *What effect does relationship terms (partnership, sponsorship, and donation) have on consumers' evaluation of the relationship?*

RQ2, 2: *What are the moderating effects of type of collaborator?*

The results of study 2 show that communicated relationship form and the type of collaborator (commercial or philanthropic) influence consumers' evaluation of the relationship. The effects of the relationship terms applied depend entirely on the type of collaborator. In other words, there were no main effects of the relationship terms without considering the type of collaborator.

The term “sponsorship” lead to higher trust in the company when the collaborator is commercial, rather than philanthropic. Persuasion knowledge significantly mediates this effect. Moreover, the term “donation” lead to significant higher altruistic motives, compared to the term “partnership”. The partnership message was expected to signal a more genuine commitment from the company, as the term “partnership” might signal a high level of company commitment and in turn lead to positive consumer evaluations (section 2.4). This result may perhaps relate to the fact that the partnership message in this study did not reveal any aspects related to the level of commitment in the relationship.

The findings in study 2 offer implications for companies CCI communication. Companies' should consider the terms they apply to define their relationships (i.e. sponsorship, partnership, or donation) according to the nature of the collaborator (commercial or philanthropic). Companies need to take into account whether the collaborator is commercial or philanthropic, and subsequently determine the relationship terms they apply when communicating this relationship. The nature of the collaborator influences consumer evaluations depending on the relationship form. Consequently, the choice of collaborator may lead to favourable/unfavourable consumer evaluations depending on the terms the company applies in the CCI communication.

5.2 Limitations and Future Research

Study 1

Due to the time span and scope of this thesis, there are only 11 companies included in study 1. Consequently, the main limitation regarding this study is the size of the sample. The data collected for the purpose of study 1 are insufficient to infer assumptions in relation to the entire population of Norwegian companies. Reach conclusive results regarding how companies communicate their CCI efforts requires more research. To infer how companies' CCI are communicated, future studies on this topic is recommended to include a larger sample of companies in the analysis.

Moreover, it was difficult to conclude whether the communicated relationship forms were consistent with the actual relationship form based on the available information. The collected data are deemed insufficient in terms of discussing whether the communication and the actual relationship forms tend to deviate. Consequently, this study does not offer any conclusive results regarding this aspect. The discussion relied only on interpretation when the available information did not disclose the actual relationship form. Additionally, the secondary data were primarily collected from companies' webpages. There may be differences in how companies communicate their CCI in other channels, e.g. television or other forms of marketing communication. Future studies are therefore recommended to increase the scope by examining the different relationships more closely, and to consider examining other channels, besides companies' webpages.

Study 2

The factor analysis conducted in relation to study 2 reveal cross loadings. The factor analysis show that including the control variable object involvement, reveal cross loadings between items measuring trust, perceived CSR and altruistic motives, and between items measuring trust and object involvement. This is problematic, since trust and perceived CSR represent dependent variables in figure 4.1, whereas altruistic motives represent a mediating variable. Although the scales are based on established measurements, the cross loadings imply that the scales in this study represent a serious limitation. I suggest the measurements applied in study 2 to be increased and more closely tested for future studies.

Another limitation associated with the scales applied in study 2 relates to the items measuring trust. According to Mayer, Davis, and Schoorman (1995), there is a general agreement that the construct of trust consists of three characteristics, namely ability, benevolence and integrity. Ability represent the totality of skills that “enable a party to have influence within some specific domain” (Mayer et al. 1995, p.717). Benevolence refer to “the extent to which a trustee²⁶ is believed to want to do good to the trustor, aside from an egocentric profit motive” (Mayer et al. 1995, p. 718). In a company-consumer relationship, this will refer to whether company actions are perceived as in favour of its consumers. Integrity, on the other hand, refer to the “trustor’s perception that the trustee adheres a set of principles that the trustor finds acceptable” (Mayer et al. 1995, p. 719). The scale measuring trust in study 2 consists purely of items related to the integrity-dimension of trust. Thus, the scale has not measured the entire aspect of this construct. Trust is a complex construct to measure and including items related to all three of the dimensions may lead to different results.

The purpose of study 2 was to identify whether different terms in CCI communication have an impact on consumers’ evaluation of the relationship. Consequently, the participants in the experiment received little information in order to avoid priming them with additionally information. It is possible that respondents found it difficult to obtain an actual impression of the fictitious company due to this lack of information. The fictitious press releases contained a short phrasing denoting only the relationship form, with no additional information regarding the time span of this relationship or underlying motivations etc. For instance, partnerships were anticipated to display a more genuine commitment (because of the long-term commitment such relationships may signal). However, the description in the press release did not include any aspects related to the time perspective. There is a possibility that other factors not included in this study can explain the effects (or lack of effects) of the communication strategies and the type of collaborator. Unfortunately, these factors have not been measured. Future studies are required to examine potential factors that may influence the results of study 2.

Unfortunately, another limitation may relate to the configuration of the online survey tool. The option of block-randomization made the respondents unable to view the preceding pages. The respondents that did not read the press release thoroughly were therefore not able to view this an additional time. The importance of reading the provided information was stated in the

²⁶ The term “trustee” refer to the “party to be trusted”, whereas the “trustor” is the “trusting party” (Mayer et al. 1995).

beginning of the questionnaire. Although, the respondents who failed to see this message did not have the opportunity to view the information an additional time. Some of the responses may therefore not have been successfully manipulated, in the sense that these respondents did not receive adequate background information. Unfortunately, the anonymizing of the data made me unable to identify the responses this may concern. This may have influenced the results. It is possible that the study could have revealed additional findings, had this error been avoided.

The experiment was conducted using only fictitious information, which was assumed an advantage in terms of not allowing the subjects' prior attitudes and beliefs a part of the study. On the other hand, this may also contributed to a limitation as including consumers' prior attitudes may lead to different results. Consumers' prior acquaintance with a company may most certainly play a central role in their responses to such communication. Future research concerning this topic should consider using real-life companies and collaborators. It would be interesting to examine whether different terms applied in the communication could enhance or dilute consumers' existing evaluations of a company.

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Appendices

Appendix A: Forms of Corporate Community Involvement

Source: Seitanidi and Ryan (2007)

Forms of CCI	Meaning	Motivation	Expectations	Stage	Example
Philanthropy	Asymmetric relation; in cash or in kind support considered as "gifts"	Altruism	Limited public recognition	Philanthropic	100.000 NOK donation to a charity
Sponsorship	Commercial sponsorship	Symmetrical relation; transfer of resources (in cash or in kind) within the course of business, or trade aiming to promote a business, product or service and receiving in exchange compensation rewards	Sales, promotion, advertising	Transactional	100.000 NOK given to the Norwegian Alpinist team for the support of Alpinist champions in exchange of advertising space and time
	Socio-sponsorship	Symmetrical support (in structure, not always in implementation) aiming to meet predominately social needs and receiving in exchange compensation rewards	Corporate Social Responsibility	Transactional	100.000 NOK given to a NPO to partially cover cost for fund-raising events to support cancer research as part of the socially responsible business practices and in exchange of compensation rewards
Partnership	Symmetrical relations; transfer of resources (in cash or in kind) in order to address collaboratively a social issue	Corporate Social Responsibility	Compensation rewards: tangible and intangible benefits	Integrative	A partnership on developing a programme that helps disadvantaged young people

Appendix B: Categorization of Results, Study 1

The following list provides an overview of the classification of the different relationships and activities discussed within study 1. Statoil's Morgendagens Helter programme is located beneath the categories grassroots sports, culture and education, as the focus of the sponsorship programme lies within all of these fields.

Sports

Professional sports

Masters Tennis tournament (Statoil)

Norges Fotballforbund (Statoil, Telenor, DNB)

Norges Skiforbund - Alpint (Telenor, DNB)

Norges Skiskytterforbund (DNB, Statkraft)

Rosenborg (Telenor)

Vålerenga (Telenor)

Grassroots sports/amateur sports

Birkebeiner arrangementene (NorgesGruppen)

Morgendagens helter (Statoil)

Telenor Lekene

Telenor Karusellen

Telenor Xtra

Culture

Barents Spektakel (Total E&P Norge)

Morgendagens helter (Statoil)

Nobels Fredssenter (Hydro)

The Opera in Kristiansand (Norske Shell)

NPOs

Amnesty International Norge (Norsk Hydro)

Kreftforeningen (Storebrand)

MOT (Reitangruppen)

Oslosenteret (Reitangruppen)

Redd Barna (Hydro)

Røde Kors (Telenor, DNB, ExxonMobil Norge, Reitangruppen, Statkraft)

TV Aksjonen (DNB)

Ungt Entreprenørskap (NorgesGruppen)

Appendix C: Description of Organization and Collaborators, Study 2

The respondents were introduced to TelComm and either Namur (commercial collaborator) or Hart (philanthropic collaborator). Subsequently, they were exposed to one of six press releases linked to the collaborator they were presented with (as show in Appendix D).



TelComm er et internasjonalt telekommunikasjonsselskap med hovedkontor i Brussel. Selskapet ble stiftet i 2000, og opererer som en totalleverandør av tele- og datatjenester.



Namur er et belgisk volleyballag som ble stiftet i 1985. Namur er et av Belgias mest suksessfulle og profilerte lag, med flere titler både på nasjonalt og internasjonalt nivå.



(Philanthropic Collaborator)

Hart er en ideell organisasjon som arbeider for å bekjempe fattigdom i u-land. Organisasjonen bidrar med pengestøtte og frivillig arbeid i ulike prosjekter for å gi tilgang til rent vann, utbygging av skoler og bekjempe hungersnød.

Appendix D: Press Releases, Study 2

Commercial Collaborator, Partnership Message

Denne pressemeldingen ble publisert på TelComms hjemmeside (oversatt til norsk).

PRESSEMELDING 06.05.2014

Ny samarbeidsavtale for TelComm

TelComm har valgt å inngå en samarbeidsavtale med volleyballaget Namur. Finansielle midler fra TelComm går direkte til felles aktiviteter med volleyballaget Namur. Namur er Belgias største og mest suksessfulle volleyballklubber. Vi er stolte av å samarbeide med Namur!

Commercial Collaborator, Sponsorship Message

Denne pressemeldingen ble publisert på TelComms hjemmeside (oversatt til norsk).

PRESSEMELDING

06.05.2014

TelComm inngår ny sponsoravtale

TelComm har valgt å inngå en sponsoravtale med Namur. De finansielle sponsormidlene fra TelComm går direkte til volleyballaget Namur og deres sportslige formål. Namur er Belgias største og mest suksessfulle volleyballklubber. Vi er stolt sponsor av Namur!

Commercial Collaborator, Philanthropic Message

Denne pressemeldingen ble publisert på TelComms hjemmeside (oversatt til norsk).

PRESSEMELDING

06.05.2014

TelComm gir midler til Namur

TelComm har valgt å donere en pengegave til Namur. Den økonomiske støtten fra TelComm går direkte til volleyballaget Namur og deres sportslige formål. Namur er Belgias største og mest suksessfulle volleyballklubber. Vi er stolt støttespiller av Namur!

Denne pressemeldingen ble publisert på TelComms hjemmeside (oversatt til norsk).

PRESSEMELDING

06.05.2014

Ny samarbeidsavtale for TelComm

TelComm har valgt å inngå en samarbeidsavtale med organisasjonen Hart. Finansielle midler fra TelComm går direkte til felles prosjekter med Hart i utviklingsland. Vi er stolte av å samarbeide med Hart!

Denne pressemeldingen ble publisert på TelComms hjemmeside (oversatt til norsk).

PRESSEMELDING 06.05.2014

TelComm inngår ny sponsoravtale

TelComm har valgt å inngå en sponsoravtale med organisasjonen Hart. De finansielle sponsormidlene fra TelComm går direkte til Hart og deres prosjekter i utviklingsland. Vi er stolt sponsor av Hart!

Denne pressemeldingen ble publisert på TelComms hjemmeside (oversatt til norsk).

PRESSEMELDING

06.05.2014

TelComm gir midler til Hart

TelComm har valgt å donere en pengegave til organisasjonen Hart. Den økonomiske støtten fra TelComm går direkte til Hart og deres prosjekter i utviklingsland. Vi er stolt støttespiller av Hart!

Appendix E: Questionnaire, Study 2

Du vil nå få en kort introduksjon av telekommunikasjonsselskapet TelComm og en organisasjon som TelComm har en relasjon til. Deretter vil du få se en pressemelding fra TelComm. Etter å ha lest pressemeldingen vil du bli bedt om å svare på noen spørsmål vedrørende bedriften og informasjonen i pressemeldingen.

Det er veldig viktig at du leser pressemeldingen nøye før du svarer på spørsmålene. Det finnes ingen rette eller gale svar, vi er interessert i din oppfatning av TelComm og informasjonen du får oppgitt.

På forhånd takk for hjelpen.

- 1) Vi antar at du ikke kjenner så godt til TelComm. Vi ønsker likevel at du forsøker å si noe om ditt inntrykk av selskapet basert på den korte pressemeldingen du nettopp så. Marker et punkt på skalaen nedenfor som best representerer ditt inntrykk.

Mitt inntrykk er at TelComm er:

	Helt uenig	2	3	4	5	6	Helt enig	
Dårlig	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Bra
Negativ	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Positiv
Ufordelaktig	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Fordelaktig
Vanskelig å like	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Lett å like

- 2) Man kan raskt danne seg et inntrykk av om en bedrift er til å stole på. Basert på informasjonen du har fått om TelComm i denne undersøkelsen, har du et inntrykk av at TelComm er til å stole på?

Svar på dette ved å si hvor enig eller uenig du er i påstandene nedenfor på en skala fra 1-7 (1 = helt uenig, 7 = helt enig).

	Helt uenig	2	3	4	5	6	Helt enig
Man kan sannsynligvis stole på TelComm	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
TelComm gir seg ikke ut for å være noe annet enn det det er	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
TelComm er nok en bedrift som holder det de lover	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

- 3) Tror du TelComm er et selskap som tar samfunnsansvar? (Det betyr å ta sosiale og miljømessige hensyn utover det som kreves av loven). På en skala fra 1-7 ønsker vi at du sier hvor enig eller uenig du er i følgende påstander:

	Helt uenig	2	3	4	5	6	Helt enig
TelComm virker som et selskap som gir tilbake til samfunnet	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
TelComm er nok et selskap som bidrar mer til samfunnet enn andre telecom bedrifter	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

- 4) Her er vi interessert i din oppfatning av hvorfor Telcomm har valgt å ha en relasjon til akkurat denne organisasjonen.

På en skala fra 1-7, hvor enig eller uenig er du i følgende påstander om motivasjonen til TelComm:

	Helt uenig	2	3	4	5	6	Helt enig
TelComm ønsker å forbedre bedriftens eget image	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
TelComm ønsker å skape positive assosiasjoner til bedriften	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
TelComm ønsker å oppnå økt kjennskap til merket	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Helt uenig	2	3	4	5	6	Helt enig
TelComm gjør dette av uselviske grunner	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
TelComm ønsker å støtte et godt formål	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
TelComm gjør dette fordi bedriften genuint bryr seg om organisasjonen	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

- 5) Vi ønsker å vite om du synes TelComm passer sammen med organisasjonen. Dette svarer du på ved å markere hvor enig eller uenig du er i følgende påstander:

	Helt uenig	2	3	4	5	6	Helt enig
TelComm og organisasjonen passer bra sammen	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Det er en logisk forbindelse mellom TelComm og organisasjonen	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Det er naturlig for meg at TelComm har en relasjon til denne organisasjonen	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
TelComm og organisasjonen sitt image er liknende	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

- 6) Synes du det er viktig at TelComm passer naturlig sammen med organisasjonen? Svar på dette ved å angi hvor enig eller uenig du er i påstanden nedenfor:

	Helt uenig	2	3	4	5	6	Helt enig
I en slik type relasjon mener jeg det er viktig at det er en logisk forbindelse mellom bedrift og organisasjon	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

- 7) Vi vil også vite hva du mener om strategien til TelComm. Marker i skalaen nedenfor hvor enig eller uenig du er i følgende påstander:

	Helt uenig	2	3	4	5	6	Helt enig
TelComm forsøker manipulere folks inntrykk av selskapet	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Jeg er skeptisk til TelComms baktanker ved innholdet i pressemeldingen	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

- 8) Vi vil gjerne vite hva du tenker om organisasjonen som TelComm har en relasjon til. Marker i skalaen nedenfor hvor enig eller uenig du er i påstandene om organisasjonen:

	Helt uenig	2	3	4	5	6	Helt enig
Det organisasjonen driver med er viktig for meg	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Denne typen organisasjon betyr mye for meg	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

- 9) Til slutt trenger vi litt bakgrunnsinformasjon om deg.

Kjønn

- ☐ Kvinne
- ☐ Mann

Yrke

- ☐ Student
- ☐ Arbeidsledig
- ☐ I arbeid

Alder

- ☐ Under 20
- ☐ 20-30
- ☐ 31-40
- ☐ Over 40

Appendix F: Test of Assumptions, Study 2

Table F.1 Normality of Distribution

Variables	N statistics	Mean statistics	Std.Dev	Skewness		Kurtosis	
				Statistics	Std.Error	Statistics	Std.Error
Brand attitude	239	5.07	.97	.027	.157	.032	.314
Trust	239	4.36	1.05	.077	.157	.311	.314
Perceived CSR	239	4.51	1.14	-.246	.157	.353	.314
Altruistic motives	239	3.39	1.18	.144	.157	-.029	.314
Commercial motives	239	6.06	.81	-1.038	.157	1.419	.314
Persuasion knowledge	239	3.93	1.33	.058	.157	-.315	.314
Fit	239	2.94	1.03	.407	.157	.276	.314
Fit importance	239	3.53	1.58	.290	.157	-.658	.314
Object involvement	239	3.85	1.53	-.107	.157	-.608	.314

Notes: Skewness and Kurtoses values below |1| indicate normality of distribution. Violation of the assumption of normal distribution is reduced with a large enough sample size (Pallant 2013).

Table F.2 Test of Homogeneity of Variance

	F	Sig.
Brand attitude	1.233	.294
Trust	.661	.653
CSR	.261	.934
Altruistic motives	.782	.564
Commercial motives	.950	.449
Persuasion knowledge	1.122	.349
Perceived fit	.824	.534
Fit importance	.057	.812
Object involvement	1.235	.293

Notes: $p < .05$ represents violation of the assumption of homogeneity of variance